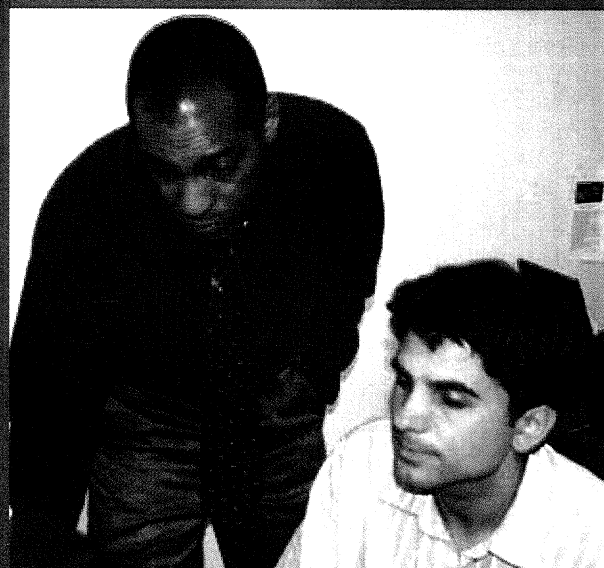


Miami-Dade County COMMUNITY ACTION AGENCY

2009

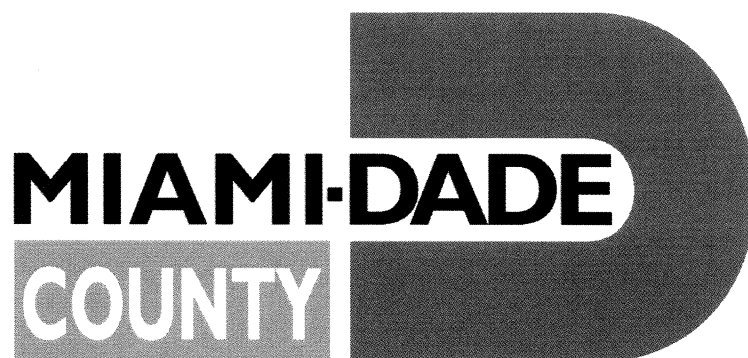
Sterling Challenge Application



**Miami-Dade County
Community Action Agency**

2009

STERLING CHALLENGE APPLICATION



Delivering Excellence Every Day

Community Action Agency

Florida Sterling Challenge

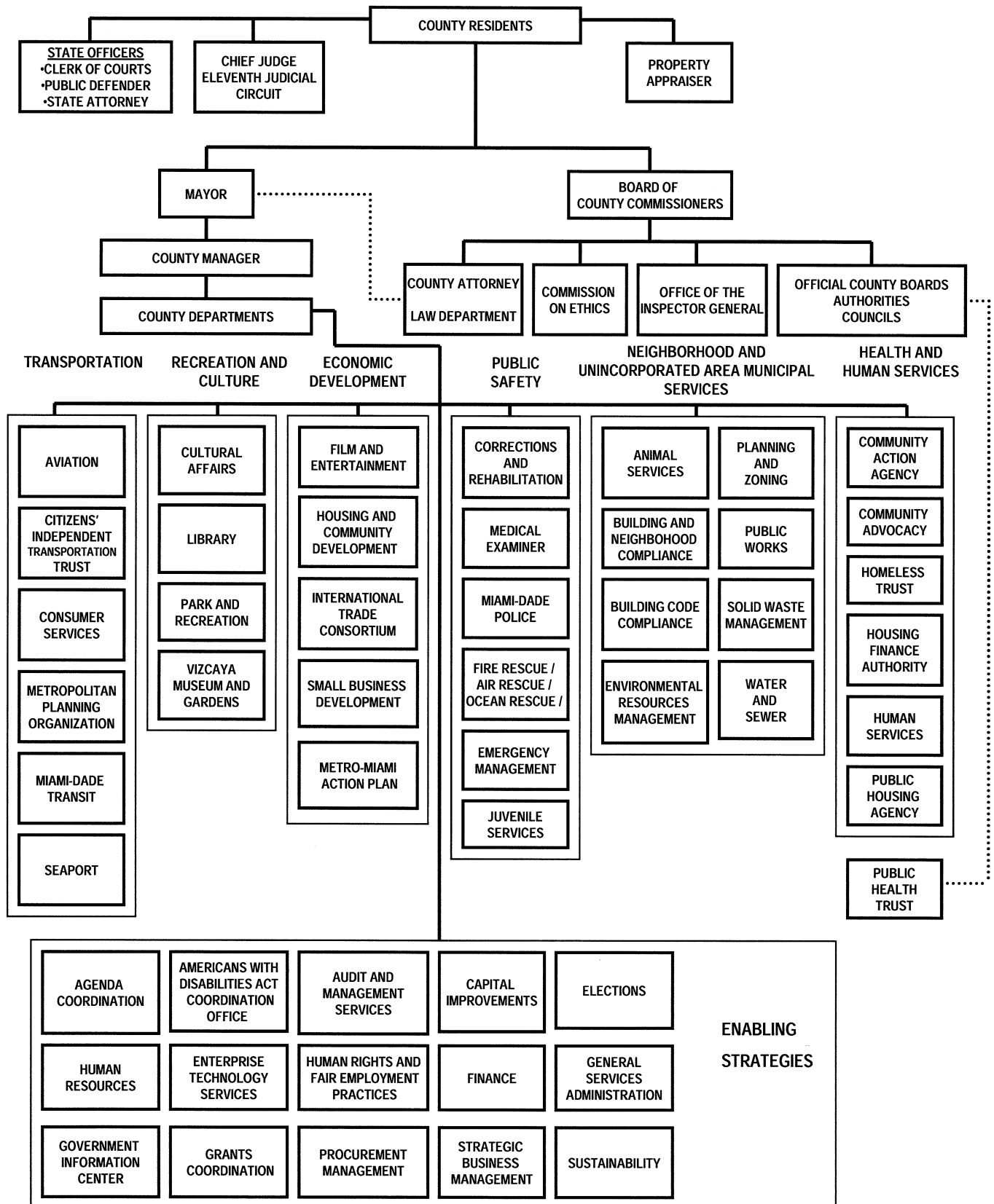
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MIAMI-DADE COUNTY

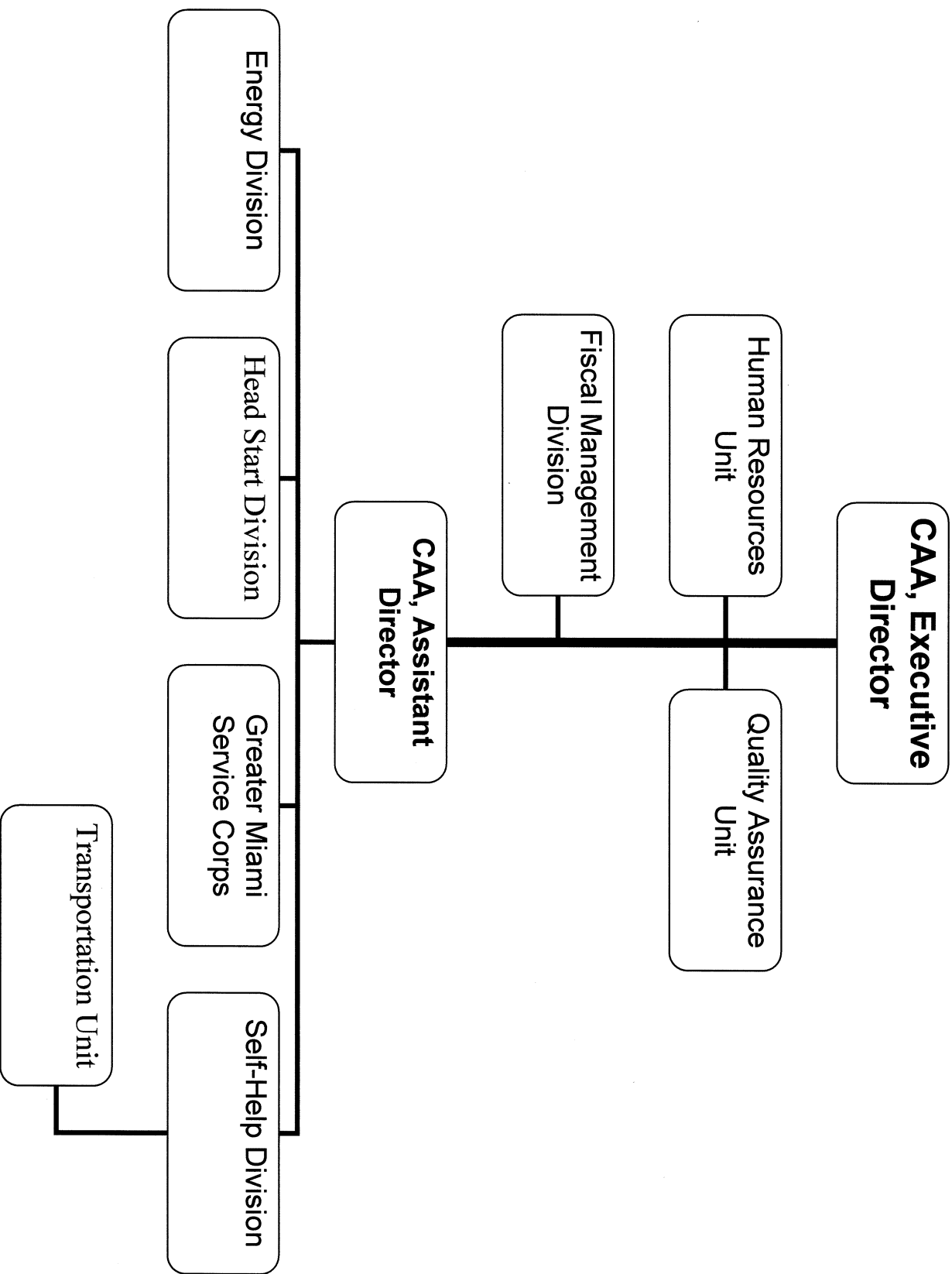
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2009-10



Miami-Dade Community Action Agency

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Preface: Organizational Profile

Miami-Dade Community Action Agency (CAA) is one of Miami-Dade County's (the County's) human and social services departments. However, CAA is unique in its mission of empowering economically disadvantaged families and communities through advocacy, resource mobilization, and service delivery. CAA was created with the passage of the Economic Opportunity Act (EOA) of 1964 as a part of President Lyndon B. Johnson's "War on Poverty". The purpose of this statute was to eliminate the causes and consequences of poverty in the United States by empowering the poor to have "maximum feasible participation" in local anti-poverty programming. The first incarnation of this act in the County was the Economic Opportunity Program Incorporated (EOPI), which received its charter in 1965 as a quasi-private organization. In 1970 EOPI was consolidated into the County government and became known as the Dade County Community Action Agency. CAA has grown throughout the years to be an integral part of the County's social services network and is a critical partner in its goal to deliver excellence to the community everyday and help those in need. Today, CAA has an annual budget in excess of \$86 million to provide a comprehensive continuum of social services to low- to moderate-income residents. Additionally, CAA is the largest governmental Community Action Partnership (CAP) in the southeastern region of the United States.

P.1 Organizational Description

CAA provides services to a large and diverse populous within a County that is geographically dispersed. According to the current decennial census conducted in 2000, Miami-Dade County had about 14.5% of families and 18.0% of the population living below the poverty level; 22.9% of those persons were under the age of 18 and 18.9% were ages 65 or over. The United States 2006 Census Bureau's American Community Survey (ACS) estimates that the county's population was 2,376,421; making it the most populous county in Florida and the 8th most populous county in the United States. Specifically, the ethnic breakdown for Miami-Dade County's population is 62% Hispanic, 19.7% Black, and 17.7% White. It boasts a community where 49.1% of persons are foreign born and a language other than English is spoken in 67.9% of the homes. About 32.1% of persons over the age of 25 are not high school graduates and 42.5% of persons 16 years and over are not in the labor force.

In an aggressive effort to focus resources on the areas with the most pressing needs, CAA designated sixteen target areas to concentrate on and provide a vast array of

human and social services for low-income residents who are within 125% of the established Federal Poverty Guidelines. In these target areas, 28,499 families or 27% were below the poverty line in 2000, and the unemployment rate in all CAA Target Areas was higher than the county average as reported by the 2008 Comprehensive Community Needs Assessment (CCNA).

P.1a (1) The CAA service continuum delivers a wide array of services through four direct services divisions which are supported by a fiscal division; a personnel unit, and a Information Technology Unit. Services to the community are delivered through a combination of County CAA employees and a contingent of competitively selected partners or delegate agencies. **Table P.1-1** lists the divisions/units and the services provided by CAA.

Table P.1-1 Divisions, Units, and Services

Division/Unit	Services
Administration	Maintenance and supervision of the agency; Implementation of administrative policies
Personnel Unit	Hiring, Payroll, Benefits, Payroll functions and training.
Quality Improvement Unit	Monitoring contractual guidelines; Technical assistance; and Continuous Improvement planning for service divisions.
Information Technology Unit	Coordination and maintenance of departmental computer systems and equipment
Fiscal Management Division	Processing of accounts payable/receivable; Procurement; Fiscal Statements; Grant Monitoring and Budget preparation
Energy Division	Housing rehabilitation; weatherization, environmental conservation
Self-Help Division	Self-sufficiency related services: case management; employment skills training; employment placement; Out of School/Afterschool Services; emergency assistance; community organizing; referral and information services.
Greater Miami Service Corps	Pre-Employment training for young adults; leadership development; educational services
Head Start /Early Head Start Division	Educational, social, and health services to children 0-5; family support services; Parent Involvement; referral and information services.

These services are provided primarily through face-to-face interactions with customers in the community either at one of the 69 sites and/or in the home of the customer on a limited basis. Referral and information services are

also provided via phone and walk-ins. The services delivered by CAA employees have three guiding principles: customer focused, excellence in delivery, and results oriented. CAA remains customer focused by providing excellent service to the customer based on their needs and expectations and establishing an organizational culture that is capable and flexible. Lastly, services are planned and implemented with a focus on accountability that is based on measurable results.

P.1a (2) The organizational culture at CAA is committed to helping people and changing lives. This is achieved by delivering targeted services to low-income individuals and families to assist them in gaining self-sufficiency and economic independence. CAA cares about the community and is dedicated to helping people help themselves and each other. The prevailing vision is community action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

In keeping with all Community Action Agencies across the country, CAA's stated purpose and mission is to provide services to empower economically disadvantaged families and communities through advocacy, resource mobilization and service delivery. The county-wide strategic plan serves as the roadmap for the agency in achieving the stated mission. Developed with a five time frame, the current strategic goals for the area of Health and Human Services are: (1) Ensure universal access to timely and accurate service information and community resources; (2) Improve the future of Miami-Dade County's children and youth; (3) Promote independent living through early intervention and support services; (4) Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County; (5) Ensure high quality standard care and customer service countywide; and (6) Empower the community by increasing communication and coordination with local, state, and federal entities. As a recipient of Community Services Block Grant (CSBG) funding, the agency incorporates goals from the Results-Oriented Management and Accountability (ROMA) Plan, which has six broad anti-poverty goals designed to guide service provision. CAA has incorporated the following ROMA goals into its strategic planning: (1) Low-income people become more self-sufficient; (2) The conditions in which low-income people live are improved; (3) Low-income people own a stake in their community; (4) Partnerships among supporters and providers of service to low-income people are achieved; (5) Agencies increase their capacity to achieve results; and (6) Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

The agency's organizational culture can be expressed in the following core beliefs and values:

- *Customer-focused and Customer-driven* – All plans and services should answer the question: "How does this affect the customer?"
- *Accountable and Responsive to the Public* – Employees take responsibility for following up and resolving issues.
- *Diverse and Sensitive* – The workforce is comprised of employees with unique gifts, talents, and backgrounds which reflect the community. In order to serve the community, it is important to understand it.
- *Efficient and Effective* – Understand and carry out our purpose promptly.

P.1a (3) The agency's workforce is comprised of 645 full-time employees, 1 part-time employee, and 107 temporary employees. In addition the agency has a contingency of unpaid volunteers which number in the hundreds. Categorized by division, unit, and location, 68% of the agency's permanent staff are classified as hourly employees and the remaining 32% as salaried or job basis. A little more than 41% of the full time employees possess degrees with 6% having associate degrees, 27% having bachelor degrees, 8% having master's degrees and .4% having doctorates. Similar to the ethnic composition of the residents served, the workforce is currently 75% Black, 20% Hispanic, 4% White and 1% Other.

Employees in the department are supported by three collective bargaining agreements: General Employees, Professional Employees, and Government Supervisors. As with all full time County employees, CAA employees are afforded access to a full menu of benefits which include health insurance for medical, dental, and vision services; group term life insurance, group disability income protection for both short and long term; group legal services, flexible spending accounts, deferred compensation, accrued sick and vacation time, employee discount program, employee wellness program, employee support services, tuition reimbursement, longevity bonuses, and retirement benefits upon completion of six year of continuous employment.

Key workforce expectations are longevity; job security; promotional opportunities, opportunities for staff development; benefits; recognition; and a safe and positive work environment predicated on equality, respect, good and open communication and the fostering of input into decision making processes. The policies and procedures governing these expectations are available to all employees via the County's internal management information system, the Intranet.

P.1a (4) CAA has multiple facilities, a cadre of equipment, and a menu of technologies which enable service provision across a wide geographic area. In addition to the Administrative Offices located in the Overtown Transit Village Building near downtown Miami in one of the target areas, the agency has 47 Head Start facilities and 20 Community Enrichment Centers which are strategically located throughout the county in highly populated low income neighborhoods. Supporting the agency's geographically dispersed locations is an impressive fleet of 35 buses and five-15 passenger vans used to transport the Agency's Head Start and elderly clients in accessing services. Thirteen of the buses are the newer model Bluebird school buses and the remaining ones are smaller Bluebird multipurpose low floor model type used to transport clients with mobility challenges.

In order to ensure effective and timely communication and data management within the large and distributed workforce at CAA, the department utilizes various technological resources including computers, phones, pagers, cell phones and blackberries. All the computers are attached to the Miami-Dade County network maintained by the County's Enterprise Technology Services Department (ETSD). Each computer is equipped with Microsoft Office, Microsoft Networking, Trend Micro Anti-virus, and a strategically monitored firewall. All sites are linked via information networking with internet capabilities, email access, and an intranet system that links all departments to the County. These computers are used to access applications such as the Head Start Family Information System (HSFIS), Community Action Partnership Service Information System (CAPSIS), Galileo, and Efforts to Outcomes (ETOs). The department's inventory includes 442 computers, 540 telephones, 55 pagers, 25 cell phones, and 20 blackberries. Pagers, cell phones and blackberries are assigned based on job function and level of responsibility.

P.1a (5) CAA adheres to federal, state, and local government regulations associated with the receipt of funds, employment, occupational health, safety, the environment, and the provision of services. These include Federal Health and Human Services (HHS) Regulations and requirements governing the Head Start Act; CSBG and funding requirements; the Health Insurance Accountability and Portability Act (HIPAA); Occupational Safety & Health Administration (OSHA) Standards; Florida Statutes for Child Care Facilities, Public Records, County Code, Florida State Sunshine Laws; Miami-Dade County Policies and Procedures, Administrative Orders, Ordinances, Board of County

Commission Resolutions, Collective Bargaining Units, and Code of Ethics.

P.1b (1) CAA as a part of the County is governed by a Strong Mayor and a 13 member Board of County Commissioners (BCC) elected from single member districts. The Mayor through the County Manager oversees the day-to-day administration of all departments. Accountability is maintained through a host of Assistant County Managers (ACMs) and Special Assistants who have managerial oversight for assigned departments. These ACMs and Special Assistants ensure departmental goals and objectives are met with a high degree of efficiency, service delivery excellence and compliance with all applicable standards, rules and regulations, and laws. The CAA Department Director has five Division Directors who are responsible for the overall operations within each respective division.

As a recipient of federal CSBG funding, CAA is required to have a tripartite Community Action Board of Directors (BOD) with equal representation from three sectors: elected officials, low-income community representatives, and community-based organizations. The purpose and responsibilities of the BOD include:

- To serve as advisors to the BCC in identifying and helping to reduce the causes of poverty in the County;
- To exert its influence to stimulate better use and mobilization of both public and private resources at the local, state and federal levels to enable low income persons to attain skills and knowledge which aid in securing opportunities needed to become self-sufficient;
- To involve the economically disadvantaged in developing and carrying out anti-poverty programs;
- To serve as an advocate for those who are economically disadvantaged on matters of public policy and programs;
- Approving CAA's budget; and
- Monitoring CAA's progress in enabling economically disadvantaged residents to access services

As mandated by the HHS Performance Standards, the Head Start/Early Head Start Division also has a governing entity. This entity is the Head Start Policy Council, which has a shared governance structure with the BOD on matters concerning the operation of the Head Start program. The Policy Council is comprised of parents and community representatives. Members have broad authority and review oversight over both the policy goals and the day-to-day operations of Head Start Centers including the establishment of selection and

enrollment criteria, the hiring and termination of staff, budgeting, and fundraising.

P.1b (2) CAA's key customers are the economically disadvantaged residents of the County. These customers can be segmented by neighborhood, income levels, employment status, families with children, the age of the children, and the condition of housing/dwelling. A number of the Agency's programs target low to moderate-income families and/or individuals who are below the poverty level or are within 125% of the established Federal Poverty Guidelines. While others target customers having children ages 0 to 5 and families with children or dependents ages 5 and above, unemployed or under-skilled, the elderly, and those residents living in older stock homes in need of housing rehabilitation, weatherization, and environmental conservation. The expectations of the customers are that their needs (i.e., employment, health, housing, emergency/crisis needs) are met in a timely manner; that they are treated with dignity and respect; assured confidentiality; and have equitable accessibility to services.

The stakeholders in CAA include the BCC; BOD; Community Advisory Committees (CACs); employees of CAA; private contractors such as the Head Start Delegate Agencies and service providers; funding sources such as HHS, the Children's Trust, and the State of Florida Department of Community Affairs; partners such as Miami-Dade County Public Schools, Florida International University, Miami-Dade College, and Miami-Dade Public Library System. Their key requirements and expectations consist of compliance with established guidelines, partnering to accomplish mission/vision, and input in defining agency direction and objectives.

P.1b (3) The network of contractors, suppliers, partners, and collaborators enable CAA to provide a wider variety of social/human services while building a stronger service continuum that can support the needs of customers and requests for services. The largest contractors at CAA are delegate agencies which provide Head Start services in areas that are traditionally underserved. Further, CAA uses licensed service contractors who provide specialized health, dental, mental health, and construction services to our customers. These external suppliers are selected through a competitive Request for Proposals (RFP) process and managed through the County's Department of Procurement Management. In addition to these contractors, CAA procures a number of supplies that are essential to providing quality services to our customers

including catering and laundry services for Head Start Centers; hardware and building materials suppliers for housing rehabilitation services; and other the services of other County departments such as ETSD, and General Services Administration (GSA) which supports the county's departmental operations through the management of buildings, relocations, maintenance, repair, liability, etc.

In addition to these multiple and varied contractual relationships, CAA collaborates with many community organizations and individuals who provide both in-kind contributions and services and volunteer labor hours. These relationships enable CAA to provide services beyond its budgeted capacity.

P.1b (4) CAA enjoys good working relationships with its partners and suppliers. Many relationships are formalized through Memorandums of Agreement/Understanding, purchase orders, and contracts. CAA maintains relationships and communicates with partners and suppliers on both a formal and informal basis. In cases where there are contractual relationships, CAA holds periodic meetings, requires periodic reports, and conducts site visits to monitor for compliance and ensure reciprocal communication.

P.2 Organizational Challenges

P.2a (1) CAA competes for funding, qualified staff and potential customers with other private and public non-profit entities that target services to low-income residents in Miami-Dade County. In some cases, CAA has been able to cultivate a collaboration and or partnership with these entities.

Many of our partners are also our competitors in that they provide like services and compete for the same program dollars from funding sources. This unique arrangement with partners provides CAA with both the opportunity for increased partnerships while allowing us to continue developing competencies that our competitors do not have. Our competitors are community based organizations that may compete for the same funds. Some of our competitors include Miami-Dade County Public Schools, Miami-Dade County Human Services Child Development Services, and over 1,000 child care centers throughout the county. Other competitors include agencies targeting low income families with services such as emergency assistance, employment training, employment placement, weatherization, housing rehab, and after-school programming. There are approximately 20 agencies in Miami-Dade County that provide Emergency Food, and Shelter Program assistance to families needing shelter, rental/mortgage, utility, and/or food assistance. In the

area of housing rehabilitation, several municipalities/cities and other private agencies (e.g., Community Development Corporations) focus on community development and offer similar programs. In the area of employment services, South Florida Workforce is the largest provider of career services to low to moderate persons seeking employment.

P.2a (2) The advantage that CAA has over its competitors is that it is an entity supported by a long history of receipt of state and federal funding, is recognized as a comprehensive service provider, its years of service experience, its organizational relationship with a large governmental structure, and the degree of highly qualified staff. As the County's grantee agency for Head Start services, it is the only entity providing a full array of services to children from birth to 5 years of age. Some of these include: developmentally appropriate educational services; early intervention services in the area of health, dental, mental health, and nutritional; social services to parents to assist them with attaining self-sufficiency. CAA is the only provider in the County distributing Low Income Home Energy Assistance Program (LIHEAP) and Weatherization Assistance Program (WAP) funds.

Key changes taking place that affect CAA's competitive position include the implementation of the Social Services Integrated System (SSIS), a web-based integrated information and service management system for the County's human services providers. This system will offer greater coordination, efficiency, and maximization of resources, both internally within each organization as well as between departments and partner organizations. Further, future system enhancements include the ability to refer clients immediately for services, the ability to accommodate multiple users simultaneously, and immediate access to historical data.

P.2a (3) CAA has a limited number of sources for comparing performance. Sources for child outcome data were obtained from Florida Head Start Association; HHS; National Association for the Education of Young Children (NAEYC); State of Florida Division of Child Care Licensing; and the State of Florida Department of Education. Other entities used as comparative sources include Northeast Florida Community Action Agency (NEFLCAA), a Community Action Partnership Program of Excellence; International City/County Management Association; other Miami-Dade County Departments; and other consultants.

P.2b Key challenges affecting CAA include the rapid increase in unemployment; diminishing resources; high foreclosure rates; high crime rates in CAA target areas;

competitors increasing pay rates for teaching staff; and more rigorous guidelines and expectations from funders. CAA is addressing these issues by expanding community outreach efforts; focusing more services on job skills training and job placement; afterschool programming; out-of-school support services; financial counseling; foreclosure prevention; and aggressively pursuing opportunities to form partnerships with organizations currently addressing some of these issues.

CAA's advantages for organizational sustainability are evident in its ability to maintain existing funding streams and maintain its current levels of services in the face of operational challenges.

P.2c Biennially, each division undergoes an objective monitoring review that encompasses key areas of operations that are critical to the successful management of programs and integral to the quality of services. These areas include administrative management; human resources; fiscal management; information and records management; facility operations and maintenance; service delivery; and training and supervision. Additionally, an appraisal is made of each division's compliance with contractual requirements; federal, state and local government regulations; applicable Miami-Dade County Administrative Orders; Miami-Dade County Policies and Procedures; CAA Policies and Procedures, and best-in-class practices for human services. When deficiencies and areas for potential improvement are noted, each division is required to develop corrective action plans with goals, action steps, and target dates; submit monthly status reports; and participate in quarterly quality improvement meetings. The quality improvement meetings are used to analyze and discuss the progress of the corrective actions and to determine if they are effectively addressing the goals.

Additionally, CAA will be conducting Active Strategy Enterprises (ASE) Business Reviews. The expressed purpose of these reviews will be to discuss performance trends and identify challenges and constraints that may hinder the divisions and the department from achieving performance benchmarks. Action items are discussed and agreed upon to resolve issues and concerns. Individual meetings will be held with each of the Division Directors on a periodic basis to review their performance measures, goals and objectives.

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Glossary of Terms and Abbreviations

A

ACM- Assistant County Manager

ACS- American Community Survey - is a project of the U.S. Census Bureau that is an ongoing statistical survey, sampling 3 million households in the U.S. and providing annual estimates for all states, as well as all cities, counties, metropolitan areas, and population groups of 65,000 people or more.

ADPICS – Advance Purchase Inventory Control System – is a comprehensive procurement management system designed to satisfy the complex and changing information and processing needs of government users.

ASE – Active Strategies Enterprise - is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

B

BCC – Miami-Dade County Board of County Commission

BLUEBOOK- Online directory of Miami-Dade County employees' contact information to include emergency contact, office locations, and office phone numbers.

BOD – Miami-Dade County CAA Board of Directors

BUCK SLIP- County Manager's process for tracking and resolving complaints or issues requiring a response to the public or in-house personnel.

C

CAA - Community Action Agency

CAC – CAA Community Advisory Committee

CAPSIS – Community Action Partnership Service Information System

CCNA - Comprehensive Community Needs Assessment – a needs assessment conducted by the FIU Metropolitan Center for CAA to serve as a benchmark by providing a number of indicators which assess socioeconomic conditions in Miami-Dade County.

CDC - Community Development Corporation

COOP – Continuity of Operations Plan

County – Miami-Dade County

CPR – Cardiopulmonary resuscitation

CQI – Continuous Quality Improvement

CSBG – Community Block Services Grant - program created by the federal Omnibus Budget Reconciliation Act of 1981 is designed to provide a range of services which assist low-income people to attain skills,

knowledge and motivation necessary to achieve self-sufficiency.

CSS – Customer Satisfaction System

D

DCAF- Department of Children and Families

Delegate Agencies – an organization contracted with CAA to provide Head Start Services. These organizations are monitored and supported by CAA staff.

E

ECHOS - Early Childhood Hands-On Science - is a comprehensive of hands-on, interactive science curriculum that is designed for small groups of preschool children, aligned to early childhood standards, scripted to facilitate guided inquiry, and building blocks for critical thinking.

EOPI - Economic Opportunity Program Incorporated

ESP - Employee Suggestion Program

ETO – Efforts to Outcomes - is a web-based performance management solution that transforms data into knowledge that you can access via a multitude of easily generated reports to monitor, measure, and optimize your impact.

ETSD – Enterprise Technology Services Department - - the central technology provider for Miami-Dade County. It oversees the use of the existing and emerging technologies in support of county government operations and services to the public. Its mission is to ensure that hardware and software assets meet customer and organizational requirements relative to reliability. ETSD provides maintenance support for CAA applications, back up systems, and data storage.

F

FAMIS - Financial Accounting Management Information System- the computerized system that the County uses to manage, control, and account for the budget. The FAMIS system is designed to ensure that the County complies with the many varied legal requirements, regulations, restrictions and agreements that affect our financial management and accounting procedures. It provides the County with a way to demonstrate and report on our compliance with all levels of government regulation, and simultaneously provides fiscal accountability to the citizens of Miami-Dade County.

FOCAS - Florida Outcomes for Community Action System – a quarterly report required by the Florida Department of Community Services for those agencies receiving CSBG funding.

G

Galileo - a fully integrated Educational Management System supporting data-driven intervention to promote student learning.

GED – General Education Development Test

GIC – Government Information Center – the county department provides access to government service through the County web portal – miamidade.gov – and the 3-1-1 Answer Center.

GMSC- Greater Miami Service Corps – is a youth service organization that operates under the auspice of the Miami-Dade Community Action Agency (CAA) and provides out-of-school young people with the resources and services necessary to transition to independence and self-sufficiency.

GSA - General Services Administration– the county department supporting operations including managing buildings, administering health insurance, managing property, safety administration, etc.

H

Head Start Policy Council - The Head Start Policy Council is made up of parents and community representatives. Members have broad authority and review over both the policy goals and the day-to-day operations of Head Start centers, including the establishment of enrollment criteria, the hiring and termination of staff, budgeting, and fundraising.

HHS – Federal Department of Health and Human Services

HIPAA - Health Insurance Portability and Accountability Act - provides federal protections for personal health information held by covered entities and gives patients an array of rights with respect to that information. At the same time, the Privacy Rule is balanced so that it permits the disclosure of personal health information needed for patient care and other important purposes.

HSFIS - Head Start Family Information System - is a fully automated case management record keeping system that collects, organizes, maintains, and reports detailed demographic, education, health and social services information at the child and individual family level.

I

IT – Information Technology

ITU- Information Technology Unit

L

LIHEAP - Low-Income Home Energy Assistance Program – federally funded program designed to help eligible low-income households pay for energy services.

N

NAEYC – National Association for the Education of Young Children - - is a national private organization dedicated to improving the well-being of all young children, with particular focus on the quality of educational and developmental services for all children from birth through age 8. It assesses and then provides accreditation for early childhood programs that meet quality standards addressing areas such as relationships between children and teachers, curriculum, health and safety, and program management.

NASCSP - National Association for State Community Services Programs - helps states attain full utilization of their resources and implement an extensive array of services to low-income families, including weatherization, energy assistance, child care, nutrition, employment, state energy programs, job training, and housing in urban, suburban and rural communities.

NCAP -National Community Action Partnership - The Community Action Partnership was established in 1971 as the National Association of Community Action Agencies (NACAA) and is the national organization representing the interests of the 1,000 Community Action Agencies working to fight poverty at the local level.

NEFLCCA-Northeast Florida Community Action Agency

NSHC- Neighborhood Self-Help Centers

O

OSBM - Office of Strategic Business Management – County department responsible for performance improvement function, strategic management functions and the budget process. The office ensures maximization and allocation of resources for Miami-Dade County government and alignment of department operations to achieve results driven by policy and customer needs.

OSHA - Occupational Safety and Health Administration - is the main federal agency charged with the enforcement of safety and health legislation.

P

PIO - Public Information Officer

Q

QIU -Quality Improvement Unit

R

RFP - Request for Proposal

ROMA – Results Oriented Management and Accountability - an interagency initiative promoting outcome-based management strategies for community, state, and federal programs participating in the Community Service Block Grant programs.

S

SSIS – Social Services Integrated System

- integrated information and service management system being developed for the County's departments providing social services. It will be a web-based system that captures customers' basic information. The system will be a single point of entry for all clients that are served in the human services arena.

Svcs. - Services

T

Tx- treatment

V

VPN – Virtual Private Network - is a computer network in which some of the links between nodes are carried by open connections or virtual circuits in some larger network (e.g., the Internet) as opposed to their conduction across a single private network.

W

WAP – Weatherization Assistance Program

– Federally funded program providing eligible low-income households with full-scale home energy conservation services.

1: Leadership

The Senior Leadership of CAA is comprised of the Executive Director, five (5) Division Directors, and a Senior Human Resources Manager.

1.1 Senior Leaders set and communicate the organizational vision/mission and values through a myriad of ways. For example, senior leaders conduct routine management meetings in which the mission/vision is communicated vis-à-vis discussions, performance expectations, and memorandum. Additionally, the Head Start Division has an annual pre-service and ongoing meetings where the vision for the accomplishment of goals are communicated and core values are identified to guide our service strategy to ensure excellent service delivery. Likewise, the other divisions have annual and ongoing meetings that didactically align our governmental structure's vision with that of Community Action Agency Partnership's (CAP) mission: empowering economically disadvantaged families and communities through advocacy, education, resource mobilization, and service delivery. In addition, the CAA Board of Directors is an aggressive partner in setting and communicating the organization's vision/mission and values through monthly board meetings that emphasize our mission and proffers solution based discussions to address service challenges. These meetings also provide a forum in which to articulate agency goals and address organizational concerns. Through Active Strategy Enterprise (ASE) and its Business Plan, the department also conducts reviews that communicate the organization mission/vision through the attainment of targets and performance benchmarks.

The commitment to these values is evident through the New Employees Orientation process conducted by the County's Human Resource Department. During this process, new employees are educated about the mission/vision of the county along with core values. Further, CAA has its agency specific orientation whereby the CAP mission is shared and new employees are afforded the opportunity to discuss how vision and values guide their work outputs and how those results achieve the Agency's mission/vision.

1.2 It is a core value of the County to provide a government that is "honest, ethical, and fair to all." The Conflict of Interest and Code of Ethics Ordinance is found in Section 2-11.1 of the Code of Miami-Dade County. This ordinance, last amended in April 2005, clearly outlines the County's definition and expectation of ethical behavior from all elected officials and County employees. Specific clauses address conflict of interest,

cone of silence, gifts/favors and outside employment guidelines. Effective October 28, 2005, all newly hired County employees are required to participate in ethics awareness training within 30 days of employment. In addition, all County employees are required to participate in refresher ethics training every five (5) years. CAA, as a Department of the County, must also appoint at least one employee to serve as the Departmental Ethics Officer. Duties of the Departmental Ethics Officer include: acting as a departmental resource and liaison on ethical matters; disseminating ethics information to department staff; requesting opinions from the Commission on Ethics and Public Trust; assisting with the coordination and implementation of countywide ethics programs; maintaining accurate ethics training records for all departmental employees; and attending regular meetings of Departmental Ethics Officers.

CAA also uses the services of the Miami-Dade County Attorney's Office, a prestigious in-house civil law firm responsible for ensuring adherence to applicable laws as well as representing the County in all legal matters. Each County department, including CAA, has an assigned Assistant County Attorney. All legal matters to include opinions, legal sufficiency of executed contracts/agreements are handled by the assigned attorney.

1.3 Senior leaders ensure the sustainability of the organization and the continued accomplishment of the mission and strategic objectives through the strategic planning process and continuous staff development. The senior leadership of CAA ensures the sustainability of the organization in a number of tangible ways. For example, contract compliance, open communication with funders, a history of wisely leveraging resources, and a commitment to ensuring responsiveness to identified weaknesses.

An environment of performance improvement is sustained through our efficient and effective service delivery systems. For example, the Quality Improvement Unit (QIU) is the internal monitoring unit of CAA and utilizes a rigorous review process to ensure that the agency maintains effective and efficient programming and maintains excellent quality of service. Each service division undergoes biennial monitoring reviews that serve as the impetus for identifying

programmatic and operational areas that need improvement. When areas need improvement or have issues that adversely impact the quality of operations, corrective action plans are developed, implemented and quarterly follow-up is conducted. This process ensures the appropriateness of corrective action activities and that monitors progress towards resolution of findings. Annually, the Senior Leaders take part in setting performance expectations through the department's strategic planning process (described in Category 2) utilizing data and input from a variety of internal and external sources. They are also responsible for ensuring that the strategic priorities are deployed and targets are achieved. CAA uses the County's ASE system, a performance management web-based software system to set targets for priority measures, objectives, and initiatives that are aligned with the department's strategic plan. Senior Leaders are ultimately responsible for achieving performance benchmarks for their respective service areas.

The County and CAA value innovative approaches to improving the agency and the services it provides to the community. County leaders have designed the IDEA Machine and the IDEA Rewards Program/ Employee Suggestion Program (ESP) to harness, develop, and recognize employee innovation, effectiveness, and efficiency. Initiated last year, employees are encouraged to submit ideas that may improve the quality of government services. Recognizing ideas that are successfully implemented motivates employees and departments to share ideas to: improve the productivity, efficiency, effectiveness, safety, and quality of government services; stimulate morale; and recognize employees whose suggestions and innovations result in either monetary savings, increased revenues to the County, improved quality of services, or otherwise benefit Miami-Dade County and its residents.

County leaders have demonstrated an unwavering commitment to workforce learning. This commitment is strongly evident in the Tuition Refund Program that has been in existence since 1963. Through this program, employees enrolled in accredited educational institutions receive reimbursement of 50% of tuition costs for approved coursework completed with a grade of "C" or higher. Employees in return commit to continued employment with the County for a period of at least one (1) year. This incentive toward further education is offered under the premise that it will improve employees' performance in their current positions, prepare them for increased responsibilities, and career advancement.

The Miami-Dade County Human Resources Department furthers this commitment through its Training and Development Unit. The purpose of this unit is to "create a culture of learning that will translate into increased productivity, career opportunities, and knowledge sharing." The provision of online courses on various topics, the Supervisory Certification Course, and professional development seminars accomplishes this goal.. Additionally, CAA secures federal funding for the expressed purpose of professional development. This funding provides staff with ongoing professional development activities including national conference attendance, college coursework, and sponsorship of annual training events.

In addition, County leadership is committed in maintaining a sustainable organization as evidenced by its efforts to ensure that its leadership pool contains a sufficient and diverse number of qualified candidates. Through its succession planning Steps to Success website, employees are encouraged to identify positions that are consistent with their interests and aspirations. The premise is that employees continue working in their current positions as they prepare to meet the requirements of the position they aspire to. Employees assume primary responsibility for their career development, scheduling learning activities, and attending training/development programs. This is accomplished through the development and implementation of employees' Individual Development Plan. Once initialized, this plan takes approximately 18 to 24 months to complete. Employees are encouraged to apprise and avail themselves to all county resources via the county's web portal.

1.4 The communication of key decisions and the process of two-way communication is achieved through a variety of methods. For example, the Department Director holds weekly senior leadership meetings to ensure the timely sharing of pertinent information. Those leaders then share information as appropriate with mid-level managers. In turn, these managers then share information with all line staff. Some examples of communication of key decisions and reciprocal communication include but are not limited to staff meetings, directives, and memorandums. Additionally, daily email news clips are sent to all staff updating them on the current local news and CAA service activities. Technology is used to ensure timely exchange of information using electronic mail, the organization's website, the County's web portal, local intranet, and centralized data collection systems.

Recognition is given to staff that go the “extra mile” during the annual Head Start/Early Head Start Pre-Service training conference. This gives employees the recognition they deserve in front of all of their co-workers. Certificates and congratulatory memorandums are distributed individually throughout the year to recognize accomplishments. Further, the County issues service pins to employees after five years of service and at specific time increments. Thereafter, these service pins are presented to staff at the CAA Board meeting on a monthly basis. The County also has the Employee of the Year honor that is bestowed on those employees who have demonstrated exemplary teamwork; job performance and productivity; efficiency; and public service commitment.

1.5 CAA has identified several key performance measures by which we judge our success in service delivery to our external customers. Some examples of these measures are: 1) developmental/educational gains of children enrolled in Head Start; 2) new and continued employment for Self Help customers; 3) increased energy efficiency and lowered energy bills for customers of the Energy division; 4) GED and non-subsidized employment attainment for youth participating in Greater Miami Service Corp; 5) expenditures compared to revenue; and 6) customer satisfaction.

CAA is also concerned with the quality of services provided to our internal customers. For example, the Information Technology Unit has developed performance measures to evaluate their effectiveness in the timely provision of technology assistance. Also, response times to work order requests and rate of completion of open work orders are tracked.

The County and the CAA utilize the Results Oriented Management and Accountability (ROMA) management practice to monitor departmental performance and identify areas of improvement. Annually, Community Scorecards and customer surveys are also solicited to obtain feedback from the public and the persons receiving services from the County.

1.6 One way CAA reviews and achieves management accountability is through the performance appraisal system. Senior Management staff’s performance appraisals are conducted on an annual basis with a mid-year review to gauge progress and/or need for revision. Performance objectives identified in the appraisal process are directly correlated to the departmental goals and objectives established in the strategic and business plans. Specific and measurable performance standards

are established for each performance objective and the ratings are determined in accordance with the degree in which goals are accomplished.

Fiscal accountability is achieved using the Financial Accounting Management Information System (FAMIS). FAMIS is the computerized system that the County uses to manage, control, and account for the budget. With FAMIS, the County ensures compliance with the vast number of legal requirements, regulations, restrictions, and agreements that affect our financial management and accounting procedures. Additionally, the County and applicable funding entities conduct external audits for fiscal accountability; ensure appropriate use of funds, and to ensure compliance with established accounting procedures and practices.

The Office of Strategic Business Management (OSBM) is the County department responsible for the development and oversight of the County budget. Within this department, CAA has an assigned Budget Analyst whose responsibility it is to provide expertise and direction to the CAA Finance division. In addition to the fiscal audits required and performed by our funding sources, the department also undergoes an annual but rigorous internal financial audit conducted by OSMB.

1.7 CAA anticipates and proactively addresses public concerns by maintaining ongoing communication with both internal and external customers. CAA to determine the areas where the neediest children and families are located uses the Comprehensive Community Needs Assessment (CCNA). CAA also uses information contained in this in-depth analysis of community trends to realign, enhance, and/or discontinue services as appropriate. For example, results of the CCNA in 2008 directed the Head Start Division to revise its recruitment plan to increase outreach efforts in areas where families were most in need of services.

CAA sponsors Community Advisory Councils in each of the key communities served. These Advisory Councils are a mechanism to engage community residents and provide a forum in which to express concerns and needs. In addition, residents gain critical information relative to their neighborhood and are encouraged to participate in the decision making process.

1.8 CAA identifies key communities through the Community Needs Assessment (CCNA). The CCNA is completed every three (3) years and updated annually to reflect changes in needs or service requirements. This is

accomplished through the analysis of Miami Dade County Public Schools data; Head Start's utilization rates; availability of like services; and through review of competitors services and strategies. Through the CCNA process, sixteen (16) target areas or key communities were identified. CAA further supports identified key communities by strategically locating multi-purpose centers in low-income areas where our potential customers live and conduct business, thereby removing traditional barriers to accessing critical services. CAA helps to strengthen key communities by partnering with other private and governmental agencies. In times of increased need for services and decreased funding to provide those services, partnerships allow agencies to

leverage resources and maximize the number of people served. Some examples of community organizations with which CAA partners are: Department of Children and Families (DCF); South Florida Workforce (unemployment, and food stamps); Federal government public housing units; Women, Infants, and Children; and local hospitals and clinics. Members of the department's Senior Management Team share their leadership skills with other partners in the community by serving on various boards, councils, and coalitions that assist us in fulfilling our Agency's mission and vision.

2: Strategic Planning

2.1 CAA's strategic planning process occurs within the context of the County's broader strategic planning framework. In 2002, the County embarked on a comprehensive strategic planning initiative involving extensive community outreach to identify and better understand what matters most to its residents. As a result, the County adopted service delivery goals, strategies and key outcomes in six comprehensive service delivery areas to guide service provision. Developed in conjunction with the County's budgetary cycle, CAA's business plan outlines key performance objectives, outcomes, and initiatives that relate to the specific and applicable goals outlined under the Health and Human Services initiative of the County's strategic plan. The department's plan is demonstrative of its alignment of with the objectives, programs, and goals established in strategic plan. The department's business plan is also based on performance objectives of funders, customer expectations with input from the BOD and Head Start Policy Council. The department uses the County's ASE process, a performance management web-based software system to develop its business plan and set targets for priority measures, objectives, and initiatives. Through this process the department is able to align its programs and key performance measures with the County's strategic plan. Departments are also required to conduct monthly business review meetings of ASE data; to discuss their performance measures; and to identify solutions for under-performing measures. Senior leaders are responsible for determining and reviewing specific counter measures to ensure that strategic priorities will achieve targeted performance levels. In addition, employee teams may be assigned to assist with specific priorities. The department's Business Plan is a direct outgrowth of the County's strategic priorities.

2.2 While the department's strategic planning process does not formally address SWOT; the strengths, weaknesses, opportunities, and threats are informally addressed through discussion; planned responses which occur in the BOD retreats; BOD and committee meetings; and weekly senior management meetings. To a degree, SWOT is also addressed in the Department's Business Plan through the critical success factors. The department's planning addresses shifts in technology through the on-going analysis of current systems and software capabilities. For example, the department recognizes the limitations of its present software capabilities relative to its ability to provide an integrative management information system to track customers from demographic, location and service perspectives. In response, the department is presently engaged in developing and piloting a Social Services Integrated System (SSIS), a web-based customer information database to serve as a single point of entry for all customers seeking social services in the Miami-Dade service continuum. Technology needs are also addressed as part of the budgeting process and submitted as part of each division's operational budget requirements for the year. CAA has made a major effort in this area to upgrade computer hardware and software and improve the efficacy of its network.

The Needs Assessment affords a unique opportunity to align it with the strategic planning process to effectively address customer emerging issues and needs. The strategic planning process supports compliance with the regulatory environment (i.e., local, state, and federal funders) through the way in which targets are set and then used as the key drivers for performance. Further, the department's strategic planning process ensures sustainability primarily through achievement of

performance benchmarks, core competencies, and compliance with regulatory requirements. Additionally, aggressive grantsmanship efforts are employed to seek diverse funding sources.

2.3 The primary way in which the department identifies strategic challenges and strategic advantages is through its ad hoc process of reviewing and analyzing its strengths, weaknesses, opportunities, and threats. Additionally, with input from senior leaders and the department's needs assessment process, challenges and advantages are identified and targeted. As a result, those challenges and advantages are incorporated into our strategic planning to create opportunities for enhanced service strategies and delivery.

2.4 CAA's long-term goals and objectivities are aligned with the County's Strategic Plan Goals and are as follows:

- Ensure universal access to timely and accurate services information and community resources.
- Improve the future of Miami-Dade County's children and youth.
- Promote independent living through early intervention and support services.
- Provide adequate, quality, and affordable housing equitably throughout the County.
- Ensure high quality standard care and customer service countywide.
- Empower the community by increasing communication and coordination with local, state, and federal entities.

In accordance with the prescribed timeframes for the County's strategic plans, the aforementioned goals and objectives are targeted for resolution within 3-5 years.

CAA's short-term goals and objectives are consistent with the long-term goal categories and are operationalized by the department's business plan. These include:

- Improved information and accessibility regarding available health and human services,
- Increased utilization of available health and human services across all neighborhood facilities,
- Increased access to and quality of childcare facilities,
- Provide young adults with basic education skills, and values,

- Improve customer service and care in health and human services,
- Strengthen bond between the community and County government.

These strategic objectives help to address some of the major challenges facing CAA including: 1) data collection and information management; 2) shifts in geographic locales in some targeted populations (i.e. Head Start eligible customers); 3) increased demand for services, and 4) recruiting and retaining qualified staff. CAA with other County departments is currently developing an integrated social service database system in an effort to better coordinate services, reduce service duplication and fragmentation, and provide ease of information access and transfer among service providers.

In addition, this system will assist in ensuring greater continuity in addressing client's needs and adherence to eligibility requirements across social service programs. This will also assist in tracking the movement of customers and improve the provision of services. Shifts in the geographic location of the low-income population have resulted in a lack of available qualified facilities to house child educational centers in the most needed areas. Efforts are underway to address the lack of facilities through the construction of new facilities (i.e. two centers actively under construction) in underserved, high-need communities. To meet the increase in demand for services the County has also consolidated its neighborhood resources under CAA allowing it to provide increase services to the targeted communities through nine additional Neighborhood Self-Help Centers (NSHC) and two Emergency Housing Shelters. This triples CAA's previous service capacity. Additionally, the agency constantly seeks new funding and resources to meet the increasing demand for services. Lastly, CAA is aggressively recruiting qualified teaching staff to comply with the Head Start Mandate requiring that teaching staff be credentialed. Additionally, CAA offers comprehensive educational support to current staff to enhance their professional development and support efficient service delivery with an emphasis on excellent customer service. These trainings are offered through local colleges, universities, and in-service trainings respectively.

2.5 CAA's development and deployment of its action plan is disseminated to all levels of the agency via the Executive Directors' management meetings and staff meetings. The deployment of the goals, objectives, and timeframes create a link between CAA and the employees for successful outcomes.

Following the development of the strategic objectives, indicators, and targets; each objective is assigned to a senior leader who becomes the owner of the objective. This person becomes the lead for managing the objective and reporting the results on the ASE Scorecard quarterly. Owners are responsible for determining the best approaches to bring about the improvements necessary to reach targets. This may involve the creation of a quality improvement team/work group to develop action plans for specific objectives. All objectives are aligned with financial and human resource

guidelines at the time of development and are supported with appropriate resource (staffing and funding levels) allocation. When objectives are reviewed at the monthly meetings, owners can discuss any needs for additional financial or human resources to improve the probability of success.

2.6 Table 2.1 summarizes the key performance and/or organizational measures developed to track CAA's progress on meeting its departmental objectives.

Table 2.1 Key Performance Measures and Key Organizational Measures

Departmental Objectives/Action Plans	Key Performance Measures	Key Organizational Measures
Improved internal social services communication to further enhance service provision	<ul style="list-style-type: none"> • Implementation phase of SSIS 	<ul style="list-style-type: none"> • IT Service Request Response Time • IT Service Request Resolution Time
Provide eligible clients with services improving the quality of their life	<ul style="list-style-type: none"> • # of Persons Accessing Enrichment/ Neighborhood Centers • Successful Job Placement of Low-Income Residents • # of Persons receiving emergency assistance • Head Start Enrollment • Homes with Improved Energy Efficiency 	<ul style="list-style-type: none"> • # of pre-school children with Health Insurance • # of customers still employed after 90 days of job placement
Increase the school readiness of pre-school children	<ul style="list-style-type: none"> • Scores in School Readiness Domains: Language and Literacy, Early Math, Social and Emotional Development, Approaches to Learning, Nature and Science, Creative Arts, Fine and Gross Motor Skills, and Physical Health Practices • VPK School Readiness Scores 	<ul style="list-style-type: none"> • NAEYC Accreditation • 30 CAA Head Start/Early Head Start Centers
Reduce the number of at-risk youth and assist parents in becoming primary educators, nurturers, and advocates	<ul style="list-style-type: none"> • Oral Reading Fluency per Children's Trust Grant 	<ul style="list-style-type: none"> • Parents and other adults learn and exhibit parenting skills
Provide comprehensive educational opportunities to young adults	<ul style="list-style-type: none"> • Young adults completing GED/Education Certificate or Post-Secondary Education Program (CSBG) 	Compliance with CSBG performance targets.
Enhance service delivery to customers	<ul style="list-style-type: none"> • Staff Training • Education of Staff • Customer Satisfaction • Secret Shopper Program 	Satisfied Customers Reduced complaints
Sustainability	<ul style="list-style-type: none"> • Budget Growth • Expenditures vs. Revenue 	<ul style="list-style-type: none"> • Partnerships and Collaborations • Employee Longevity • Employee Salaries

Departmental Objectives/Action Plans	Key Performance Measures	Key Organizational Measures
		<ul style="list-style-type: none"> • Awards and Recognitions
Low-income people own a stake in their community	<ul style="list-style-type: none"> • Low Income Residents Participating in Government 	<ul style="list-style-type: none"> • Volunteer Hours • Advocacy Groups involvement w/ CACs

3. Customer and Market Focus

3.1 Customer, customer groups, and market segments are identified and determined by local, state, and federal mandates. The majority of funding CAA receives is targeted to providing services to low-income residents of the County. Customers are determined to be low-income by their status in relation to the U.S. Poverty guidelines that are published each year. The regulatory entities (funders) for CAA specifically regulate who will be served, what services will be provided to whom, and the criteria for such services. Given that divisions have separate funding sources, one key criterion across divisions is the income level of the customer. For example, most of our programs are targeted to families and individuals below 100% or 125% of the poverty level. Additionally, our network of partners serves as a rich source of referrals for those in need of services.

3.2 Input is received from our customers in a number of ways. The first is through our extensive individualized assessment process. This process is utilized at the point of entry throughout the agency's service continuum and involves the customer defining what their needs, expectations, and requirements for service are. Secondly, customers' complete satisfaction surveys to voice their satisfaction with the level of services, state additional needs or concerns, and provide feedback as to the quality of service delivery. Thirdly, CAA conducts an annual community needs assessment that includes the voice of the customers relative to their unmet needs and service expectations. Fourthly, the department's CACs serve as a viable mechanism in which customers can voice their community service requirements, needs, and expectations. Engaging low-income residents in target areas to become involved in the decision-making process regarding fiscal allocations and influencing government response to stated issues and concerns achieve this.

The data from the above referenced processes is used to direct and prioritize services, make needed service adjustments/enhancements and the development of new programs. The department uses the above referenced methods to better satisfy customer needs and desires through strategically planning to meet a diverse array of

customer needs. This process not only determines our efficacy in the provision of services but it also engages the customer in dialog regarding requirements, needs, and expectations.

3.3 CAA has over 45 years of service to the community utilizing a grassroots approach to building relationships with organizations to positively leverage resources as well as identifying customers. The department works with organizations and other County departments to provide customer referrals for services in addition to conducting outreach activities such as community events, news blasts, notices in printed media, and radio sponsored spots regarding the availability of services. Additionally, employees at all levels are dedicated to building relationships with customers and exceeding their expectations. The County requires that all employees complete and pass Service Excellence Training which focuses on customer service and provided a good foundation for meeting the County's vision of "Delivering Excellence Every Day". CAA also implemented an in-house Customer Service Training Program to help develop an approach dedicated to delivering outstanding customer service to both external and internal customers. Satisfied customers are converted to loyal customers. Customers become advocates, creating excellent word of mouth advertising. A by-product of this customer service-training program is that it helps build employee loyalty and a better working environment.

Overall, the department's focus is not to create or encourage repeat business, as our goal is to provide targeted services that assist customers to achieve self-sufficiency.

3.4 Delivery of service or access to information and programs is provided through NSHCs and Head Start Centers. In addition to these access points, individuals are able to get additional information through the County's web portal or the Government Information Center (GIC) by dialing 311. Further, customers are able to make complaints through the GIC. Once a customer dials 311, they can make complaints and have

the complaint forwarded to the Department Director for action. In addition, the department's proposed Customer Satisfaction System (CSS) will enable customers to make complaints and/or provide feedback regarding the quality of service by telephone, email, and/or in writing. This system will provide easy-to-access points of service for customers to provide input by completing a comment card available at all service delivery locations. These cards will be returned to the location by the customer and forwarded to the department's Public Information Officer (PIO) for logging and analysis.

Currently, customers also have the right to send complaints directly to the Mayor or County Manager. Upon receipt of the complaint, the County Manager's Office works in conjunction with the department director to resolve the complaint or issue. This process is documented through use of the "Buck Slip". Through use of the Buck Slip, the Manager's Office tracks the resolution of complaints or issues that require a response to constituents, residents, businesses, or in-house personnel.

3.5 Local, State and Federal funding streams stipulate minimum contact requirements. However, the department's service delivery structure is such that customers who require additional contact or have emergent needs can present at any of the service sites within the continuum to inquire about needed services. Although contact requirements may differ from division to division, contact requirements are deployed through email, Senior Management meetings, staff meetings, and divisional procedure manuals.

3.6 Presently, each division is responsible for addressing customer complaints. While every reasonable effort is made to resolve complaints immediately and at the point of origin, customers can request to have an audience with the Executive Director. As outlined in 3.4, the department's proposed CSS program will provide customers with the opportunity to make complaints in a uniformed and systemic way and will afford CAA an innovative opportunity in which to learn from them and use data to inform service delivery strategies.

3.7 As stated in 3.6, customer satisfaction and dissatisfaction is addressed on the divisional level. For example, the Head Start Division conducts parent satisfaction surveys twice a year. These surveys rate the levels of satisfaction with various services. In addition to this process, the County conducts a resident satisfaction survey which includes questions regarding social service satisfaction. The 2008 Resident Satisfaction Survey indicated that residents were satisfied with services to the disabled, elderly, and children but were dissatisfied with information on services and services for people on a low/fixed income. The County's Secret Shopper Program (see chart 7.2.2 in Category 7) is also used as an evaluation tool to assess the effectiveness of our service strategies. This provides the department with an opportunity to use feedback from this process to enhance service delivery strategies that will increase customer satisfaction. This data is used to enhance service strategies and direct staff development activities and trainings.

4: Measurement, Analysis, and Knowledge Management

The performance management approached used by CAA to measure, analyze, and improve organizational performance involves all levels of the organization. Benchmarking and comparative analysis are essential to ensuring that CAA processes help to realize the intended results. Employing a variety of methods, organizational performance is reviewed and opportunities for improvement identified and addressed.

4.1 CAA uses a wide variety of data and information to plan, manage, and improve operations at all levels of the agency.

Many factors are taken into account when identifying which indicators will be used to track overall daily operations and organizational performance during the year. Indicators are selected based on the Strategic Plan, Business Plan, ASE Scorecard, programmatic funding mandates and requirements, customer expectations, and process requirements. The County's Strategic Plan defines the key initiatives that are intended to meet the

County's Health and Human Services goals. Each year during the strategic planning process past results for key measures are re-evaluated to determine the need for continued tracking. Many other measures are established externally at the federal, state, or local level depending on the requirements of the funding entities. For example, CAA also participates in ROMA as a requirement of the CSBG administered by the state of Florida. ROMA is a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness by focusing on six national goals. Additionally, the

CCNA, which includes results from a customer survey regarding the most important issues and unmet needs, is used to ensure that input from the customer is taken into account when key measures are selected.

Once the objectives from these sources are compiled and prioritized, key performance and operational measures are established. Further, each division, program, and unit may then establish additional program and process specific measures that address requirements of their various funding sources. The agency then aligns data and information for tracking with the County Strategic Plan and uses Quarterly Performance Reports through the ASE to track the progress. The Office of the County Manager approves these indicators to ensure alignment with the County Strategic Plan through the approval of the annual Business Plan.

The collection of data is achieved through a combination of manual and computerized systems throughout the agency. Service managers ensure that service level data is entered into the various data based systems in a timely manner. Management reports are generated and compiled from these systems. CAA's Management Team takes this information and reports on the strategic plan performance measures on a quarterly basis through the ASE. CAA conducts monthly business review meetings to discuss performance measures and to identify solutions to under-performing measures. These results are available on-line for all residents to see. Financial information is available from the County's Financial Accounting Management Information System (FAMIS). This system includes many of the key financial indicators such as revenue and expenditure performance, budget cost allocation, and administrative overhead data. This information is provided via standard reports compiled monthly and on demand reports. CSBG also requires that CAA track and report on objectives for their goals in the Florida Outcomes for Community Action System (FOCAS). Additionally, CAA has an internal Quality Improvement Unit that reviews each division on a periodic basis; produces quality assurance reports; develops Corrective Action Plans/Continuous Quality Improvement Plans; monitors the implementation of the plans; and provides technical assistance to the divisions.

All measures reviewed by Senior Leaders are updated at a minimum of at least once per year. Various program staff also reviews these measures along with specific program related data. This information is used to monitor progress toward achieving goals to assess trends

and patterns of data and to determine what actions should be taken when targets are not met.

Please refer to section 2.6 for information on CAA's key organizational measures.

4.2 Comparative and competitive data is selected based on County strategic priorities and performance objectives established by the management team with the identified requirements of their customers. CAA has a limited number of sources for comparing performance. Although, no Florida County is very similar to Miami-Dade and no Head Start program in the region compares, we chose to compare our program to various local, regional, state, and national statistics. Sources for child outcome data were obtained from Florida Head Start Association; HHS; National Association for the Education of Young Children (NAEYC); State of Florida Division of Child Care Licensing; and the State of Florida Department of Education. Other entities used as comparative sources include Northeast Florida Community Action Agency (NEFLCAA), a Community Action Partnership Program of Excellence; International City/County Management Association; and other Miami-Dade County Departments.

The data from comparative and competitive entities is used to assist in establishing some goals and targets as well as to help gauge areas where improvement is possible. For example, CSBG only requires that the agency place 200 of its customers in new employment, but 1 competitor placed a much larger percentage of their customers in employment. Even though, it is not required, CAA during its planning decided to increase the goal to 2,500 based on a comparison with one of its similarly funded competitors and based on customer feedback. CAA also uses benchmarking data to support decision-making and innovation. An example of how this data has supported innovation is in the area of child educational outcomes for Head Start students. As part of an ongoing statewide project integrating school readiness outcome data across all Florida Head Start programs that use the Galileo Assessment System, science was identified as the school readiness domain in greatness need of program focus. CAA Head Start scored below the state average. A pilot study was next conducted with a group of CAA teachers who received specially developed training on an Early Childhood Hands-On Science (ECHOS). Analyses conducted at the end of year showed statistically significant increases in all readiness domains for children in ECHOS classrooms, compared to children in control classrooms.

4.3 Analysis of key indicator performance occurs throughout the year; during strategic planning; during the development of a monthly review to assess the performance of improvement projects by assigned workgroups; and as part of the monthly review of key measures, trends and variance from target. Discussions among the Senior Leaders/Management Team, as well as feedback from County Executive Offices during quarterly ASE meetings are used to analyze and review organizational performance and set improvement priorities. Funder mandated quarterly performance reporting systems are also used as an essential part of the results oriented government. Additionally, there are monthly meetings to discuss performance trends, challenges, and constraints that may hinder the division and hence the department from achieving its overall performance measures and goals. During these meetings, action items are discussed and agreed upon to resolve issues and concerns. The Management Team meets periodically with middle managers to discuss performance expectations, challenges, and results. The managers and supervisors also meet periodically with service level staff to discuss performance levels and opportunities for improvement.

CAA also analyzes and reviews organizational performance using the QIU and administrative/support divisions. The QIU uses a rigorous review process to ensure that the Department has effective and efficient programming and maintains excellent quality of service. Biennially, each division undergoes an objective monitoring review that encompasses key areas of operations that are critical to the successful management of programs and integral to the quality of services. These areas include administrative management; human resources; fiscal management; information and records management; facility operations and maintenance; service delivery; and training and supervision. Additionally, an appraisal is made of each division's compliance with contractual requirements.

4.4 CAA has developed a Continuity of Operations Plan (COOP) in compliance with county and federal mandates to ensure the implementation of procedures and policies to be used during an interruption of service in the event of an actual emergency. The COOP outlines provisions for the safety of both customers and staff, describes the utilization of alternate facilities and the establishment of contingency plans that promote the continuation of critically important services.

ETSD is responsible for the mainframe legacy systems such as FAMIS/ADPICS-AP, and payroll. These are

updated on a nightly basis. CAA's essential client information is stored in systems housed on network servers where daily back-ups are performed and could be recovered quickly. The back-ups are also performed and maintained through the supportive services ETSD, where its integrity is ensured and guarded against various threats. These back-ups are housed at ETSD's primary location as well as mirrored at the Downtown Data Center and in the event of a known immediate threat of a natural disaster, they are also sent out of state. In the event of a known hurricane or storm that is expected to affect any CAA site, all users are reminded to save their important data to their network folders for back up. All computers and hardware equipment are placed above ground level and covered with plastic sheeting to prevent water damage. The facilities are also protected per Florida Building Code to withstand minimal wind impact.

Once the emergency threat has passed, CAA's Information Technology Unit (IT Unit) sends personnel to the field to visit the impacted sites and determine if systems can be restored immediately or if other essential items are required. Data and software restoration efforts would center on bringing back larger sites than can become centers of operation where support can be extended to other smaller sites. IT personnel from those smaller sites would provide assistance to bring back the larger operation centers and subsequently support the restoring operations of their own smaller sites. In the case of damaged hardware, IT Unit can provide personal computers and laptops that are kept on hand to provide on a loaner basis until the equipment is ultimately replaced. In case of major occurrence, such as a hurricane affecting a large geographical area, the IT Unit would transfer non-essential equipment from those sites located in unaffected areas to affected areas to ensure continuity of service.

4.5 The integrity, reliability, accuracy, timeliness, security, and confidentiality of the data are of upmost importance to CAA and therefore the functions of various mechanisms are employed. ETSD and CAA's IT Unit are responsible for accomplishing these functions.

ETSD is the central technology provider for Miami-Dade County and provides maintenance support for CAA applications, back up systems, and data storage. To ensure the integrity and security of County information, ETSD conducts vulnerability assessments, training, backs up data, and performs disaster recovery simulations. For critical systems, full backups are made

weekly and incremental backups are performed daily. In addition to policies, procedures, and security measures established by ETSD, systems that are developed by the CAA IT Unit have added built in measures for security and confidentiality. CAA's internal IT Unit provides support in several areas which include networking, in-house developed systems from user input, hardware and software support, spare equipment inventory, reformatting and upgrading systems to improve performance, troubleshooting, and IT analysis to assist with agency needs. They also make recommendations and offer solutions to ensure organizational requirements are met in the areas of security, performance, and reliability.

In order to ensure integrity, reliability, and accuracy in in-house developed software, the IT Unit created a validation process with CAPSIS and HSFIS that is based on employing validation methods at various input steps. These methods provide for highly reliable data with minimal probability of duplication and data entry errors. These processes include:

- (1) Data validation checks where data is rejected before being accepted if it fails to meet specific conditions such as:
 - a. A sequence check, when the data must be in some predetermined sequence.
 - b. An existence check, when there are mandatory data items, such as the Social Security number. The existence check does not allow the user to save the record until the user enters a suitable numbers in the Social Security field.
 - c. A data type check tests that a data item fits the required data type.
 - d. The ranges check tests that verify that the data falls between a specific minimum and maximum value.
 - e. A combination check that is performed on two or more fields to ensure that they are consistent or reasonable when considered together.
- (2) Batch controls that verify batch input. For example, if the sum of all the children enrolled does not match the batch control total, one or more children were entered incorrectly or not input.

Security and confidentiality of data and information is achieved through multiple levels of secured access,

electronic approval; accessibility (both systematic and procedural); issuance of system identification codes; input and inquiry limitations based on departmental structures; and system-required update of passwords. A stringent password protection parameter sets a limit on how many times an invalid password can be entered before the system locks itself down. The computers that are in the wide area network are connected through a virtual private network (VPN) that uses a public network to connect remote users securely. These users have a special key exchange that must be authenticated by the VPN where the data transmitted is encrypted. Further, laptops and wireless computers are configured with user accounts that have limited privileges, and the wireless configuration has to be set manually in order to use a special, pre-shared key to access the network. The agency's computer network is also protected by a firewall that is the main line of defense between the local network, intranet, and the internet. Preset rules establish certain conditions that determine whether the firewall will allow the traffic to pass. Additionally, the agency computer network is always patching and updating the computers to prevent the exploits of security holes and to reduce the vulnerability of a server or applications. Patches are tested carefully before application by the network manager.

Security is also applied on a file level ensuring confidentiality of the data. Users' personal information and other sensitive data are stored in files that are safety protected by established file permissions. The network manager ensures that each user has only the minimum permissions necessary to perform the work. There are cases where individual users need to collaborate and share files within a group of coworkers. In these cases, the network manager creates user groups and assigns file permissions to the group. In general, the permissions are granted by the user work responsibilities rather than by job title. In that way when a person is transferred, he leaves certain groups and joins others to reflect current job duties. Finally, security is applied at the user level involving the use of user ids and passwords. The user id is created for each user by the request of their immediately supervisor. Additionally, some passwords such as the mainframe passwords have a time limit of 45 days and require users to select a new password when expired. Computer user passwords that have not logged in the network for longer than 60 days are automatically disabled.

Access to systems with sensitive client information is limited to users who work with the data. Applications such as CAPSIS and HSFIS are configured to run only if

a user has specific rights to access the program. Some users that have non-privileged accounts, so that they can access the program but are unable to make changes to built in functions or configurations of the applications. Data contained within these systems comply with the Health Insurance Portability and Accountability Act (HIPAA) standards of data security and visibility. CAA employees working with sensitive data have training in HIPAA guidelines and are required to advise clients of their rights as well.

4.6. Various formal and informal communication mechanisms help employees share knowledge and best practices. A CAA Support folder is located on the intranet to house all Policies & Procedures, Operating Manuals, and information relevant to the functions of the agency. This information is accessible by all staff and is updated on a regular basis.

Organizational knowledge is also collected and transferred through monthly Advisory Board Meetings, staff meetings, and scheduled active strategy enterprise monthly meetings. These meetings are always attended by the Assistant County Manager and occasionally the County Manager may be in attendance. Each division has at least one yearly meeting or retreat that includes all of their staff. This is another opportunity to share and reinforce best practices and to introduce new information. Each week, the Executive Director meets with the Division Directors to discuss strategic planning, important activities, and upcoming issues. Additionally, each division has a management meeting monthly, where relevant knowledge is communicated to mid-level

managers. It is then the responsibility of the managers to distribute the information to their staff through monthly or quarterly meetings, emails, and postings on site.

Quarterly performance reports, CAA Board Reports, CSBG monthly reports, ASE, and Business Plans are also used to disseminate organizational knowledge. The County and Community Action Agency awards employees for deliverance of excellence. Awards go to outstanding employees each year who serve as role models in delivering high-quality customer service. Employee's celebrations are conducted at the CAA Annual Banquet; during these celebrations, employees who are outstanding in helping customers with becoming self-sufficient are recipients of the Director's Award. These are ways to share how strategic planning has worked to help our customers' partners and employees become knowledgeable and better stewards of resources.

The agency makes data available to the workforce, suppliers, partners, collaborators, and customers by using different methods. These include personal contacts, phone calls, public postings, CAA web site, e-mails, publications, neighborhood meetings, and in-house developed systems. Employees receive information in a variety of ways, such as staff meetings, trainings, and e-mails. Additionally, the department complies with the County's administrative order in handling public information requests from the public or any entity.

5: Workforce Focus

5.1 CAA determines the key factors of effective workforce engagement and satisfaction for different workforce groups and segments in a variety of ways. Our team-based culture provides opportunities for employees to solve problems and identify priorities. Supervisors at every level encourage employees to become involved and to participate in employee workshops, councils and committees, and day-to-day improvement activities to enhance performance, promote efficiency, and increase morale.

5.2 CAA fosters a culture conducive to high performance by ensuring that all job classifications have standardized performance measures. Both the supervisor and employee review measures and discuss productivity goals and objectives in relation to baseline performance

and productivity data. Employees' performance is increased because they are intimately aware of performance expectations and have had input in identifying key performance measures and expectations.

CAA recognizes employees in many ways ranging from a simple "Thank You," to formal awards. The County recognizes all staff during a monthly scheduled Commission meeting that has achieved 30 years or more of continuous service. CAA recognizes staff that has been with the organization for five (5) years (and in five year increments thereafter) at their monthly CAA Board Meetings. Staff is given certificates or plaques based on their years of service. In an effort to keep staff motivated, CAA brings in top-level speakers from across the country to the Head Start Annual Pre-Service

Training Conference. In addition, staff is recognized in various categories in front of their peers during the conference. Some of these categories include the Extra Mile Award, Teacher-of-the-Year, Center Director-of-the-Year, Teacher Assistant-of-the-Year, Curriculum Specialist of-the-Year. Furthermore, outstanding employees are recognized with a Managers Choice Award, Secret Shopper Award, and Customer Service Award during their in-service training, respectfully.

CAA also ensures effective communication and skill sharing by using several formats in which employees are kept abreast of current issues. Various reports, training and meeting calendars, and other pertinent plans and program documents are placed on the County Intranet website for staff to review. Information is shared via meetings, email blasts, memoranda, flyers, the County's web-based meetings, etc. Staff is encouraged to generate thoughts and comments around specific issues during programmatic staff meetings, conferences, and individual managers' meetings. In addition, supervisors at every level have an open-door policy and are available to listen to staff concerns or propose suggestions to improve their job and/or CAA as a whole. Information is shared from all sources (National, State and Local) via emails, management meetings and at national, state and local training conferences. This information is filtered down to lower level staff via emails, center/supervisor staff meetings, and published documents.

5.3 CAA's workforce performance management system supports high performance work and workforce engagement in many ways. Each employee's duties and responsibilities are outlined in a job description and/or performance measures. Specific performance measurements are outlined including the amount of time that should be spent on tasks daily. Supervisors review these standards annually or whenever there is a major change in job duties and responsibilities. Based on assigned job duties, program directors and supervisors, with employee input, develop and/or update the performance measurements. Each employee receives an annual formal performance evaluation. The evaluation system is based on a combination of meeting expectations, performance standards, and achieving job-related competencies. A minimum of satisfactory performance ratings is required in order to receive a pay increase in accordance with established County policies and procedures. Every effort is made to properly compensate employees for their work (i.e. promotions, reclassifications, and special salary increases). In addition, salary rates of employees in comparable positions are analyzed to avoid inequities. For example,

the salary for Head Start Teachers was increased in October 2006 in order to retain and compete with the local public school system.

5.4 Education and learning is the underpinning of every facet of CAA's programmatic and operational activities. CAA subscribes to a culture of learning to promote increased productivity, career opportunities, and knowledge sharing. CAA's workforce development and learning systems support the educational and developmental needs of employees through a variety of methods. The County offers varied courses to employees for the expressed purpose of assisting them in enhancing performance, increasing work productivity, and developing skill sets that will equip the employee for career advancement. Employees are also afforded opportunities to increase core competencies through college coursework and receive tuition reimbursement with prior approval.

Strategic challenges are met through staff development activities. Some examples of such are trainings that focus on core competencies, targeted supervisory level training, capacity building through cross training, and ethics awareness. Additionally, the department staff participates in professional seminars and workshops to reinforce core competencies and share best practices in specific areas of expertise.

To further ensure workforce development, CAA is in the process of developing a Professional Development Plan (PDP) for each employee. CAA Human Resources staff will be responsible for ensuring that each employee has a plan, and that supervisors meet with their staff periodically to assist them in reaching their established goals. In addition, CAA will select a representative sample of employees to assess a survey how they feel about the Department as a whole and their training needs.

5.5 A variety of methods are employed to develop learning systems for leaders. Some of these methods include trainings sponsored by the National Community Action Partnership (NCAP), Health and Human Services, and the Harvard University Leadership Institute. These interactive seminars and trainings assist leaders in developing a specialist skill set to meet the organization's increasing demands, enhance their unique leadership styles, and develop attributes that can be shared with middle management staff. Specifically, NCAP trains leaders in core competencies to ensure the sustainability of local community action networks and includes a certification for a Community Action

Professional. The County has a Commission on Ethics and Public Trust that provides education, training, and outreach to all departments. The Commission also provides legal opinions to leaders to assist them in the establishment of standards of public duty that should be exercised by all employees.

In addition, CAA leaders are required to complete the County's Supervisory Certification Program. These certification courses include: Effective Management Skills, Business Writing, Orientation to Personnel Procedures, Fair Employment Practices, Proactive Performance Appraisal, Progressive Discipline and Supervisory Safety and two (2) additional elective courses. Miami-Dade University, administered by Department of Human Resources Training and Development Unit, provides courses on a wide range of topics to afford leaders an opportunity to grow intellectually and apply their newfound knowledge to the job.

Also, the County just recently launched its Ladder to Success Program that allows seasoned workers to serve as mentors and coaches. This proactive form of succession planning enables seasoned management employees to transfer their knowledge and work-related experiences to a diverse pool of qualified candidates. Approximately 200 management and executive positions will be impacted within the next two (2) years due to departing and/or retiring executives and managers. The plan includes a five-step process: 1) identify key/critical positions; 2) identify the key competencies required to excel in each position; 3) identify eligible employees and work with them to develop individual learning plans, 4) incorporate the program when recruiting and filling positions; and 5) continuously assess results and program effectiveness. In addition, employees can apply for openings in which they qualify, and if selected, receive a promotion or transfer anywhere within the County system.

5.6 The department recognizes the value of evaluation in determining the efficacy of workforce and leader development and learning systems. However, presently there is not a single system that evaluates the effectiveness of the aforementioned. Generally, the evaluation of learning systems and leader development is gauged by the improvement in a specific area of functioning. This improvement is usually captured on the performance appraisal and/or addressed in the supervisory conference

5.7 CAA is currently developing an Employee Opinion Survey to obtain feedback from employees regarding their satisfaction with the organization. The findings of this survey will be used to assess and improve various human resource systems presently in place.

5.8 CAA assesses workforce capability and capacity through its annual budget and strategic planning processes. Each budget cycle, the number of positions, classifications, and pay grades are established based on the County's Human Resources, Compensation Division's analysis and the department's resource allocations. In the recruiting and hiring process, priority is given to seeking individuals who have the skills and competencies needed to service our diverse population and are able to provide services in a culturally competent manner.

5.9 The department manages and organizes its workforce by job function, location, and service type in a manner that is consistent with achieving our mission/vision: "empowering economically disadvantaged families and communities..." Strategic challenges are identified and addressed through the agency's Needs Assessment, Board of Directors, CAC, and Head Start Policy Council. Action plans are developed and implemented as appropriate.

In an effort to address our changing business needs, the department encourages its workforce to avail itself to the County's training institute, seminars, and educational opportunities. It is these mechanisms that ensure our workforce is adaptive and able to meet service demands in a changing business environment.

5.10 The County is compliant with regulatory entities (OSHA) and workplace safety guidelines. The department follows this mandate by assigning a staff liaison that acts as a Safety Officer to prevent and reduce on-the-job accidents and injuries by focusing on education and training. The County's GSA Department is responsible for ensuring that facilities are secure. GSA's Office of Safety conducts safety inspections of County facilities (leased and owned) to ensure compliance with safety guidelines, safety awareness training, accident investigation, and safety consultation. GSA also maintains a website on the County intranet devoted to safety information including the Safety Manual, Pocket Safety Guides, Safety Alerts, and various policies and procedures on handling incidents. Additionally, fire prevention assessments and fire drills are conducted at all facilities to ensure compliance with fire prevention and safety requirements. First aid kits

are in all facilities and service sites have at least one staff trained in CPR and first aid. When safety violations are identified, corrective actions are taken immediately.

6: Process Management

6.1 CAA reviews core competencies during the strategic and budget planning processes. Additionally, some funding sources dictate which core competencies are required. For example, the federal regulations for Head Start require CAA to hire content experts in the areas of Early Childhood Education, Child Health, Mental Health, Nutrition, Disabilities, Accounting, and Family Services. The CAA core competencies also include expertise in social services, community organizing, job development, youth corps, construction management for single family rehabilitation, emergency financial assistance, at-risk youth, community mobilization, home energy conservation, home weatherization rehabilitation, and information technology. These core competencies are important to achieving the mission of empowering economically disadvantaged families and communities. They allow CAA to provide services at a high level of quality and to continuously improve services by continuously strengthening the core competencies.

6.2 Internal reviews to improve customer service delivery or efficiencies are periodically undertaken by

Senior Leaders. When it has been determined, either through funding mandate or customer needs assessments, that a new or improved service is required, CAA utilizes a program design team/workgroup format to develop new programs or services. Ad-hoc program design workgroups are appointed based on a combination of individual staff competencies and/or expertise, and are usually oriented toward a specific program. Upon receipt of customer input or service directives from funding sources, Senior Leaders make determinations regarding the appropriateness of an additional service and/or work system to ensure the proposed enhancements align with or strategic priorities. Internal controls and legislative requirements, technological and financial challenges are always considered as new work systems are developed.

6.3 CAA's key work processes, key process requirements, core competencies, and key performance indicators are illustrated below.

Table 6.3.1 Key Work Processes

Key Processes	Core Competencies	Key Process Requirements	Key Performance Indicators	Results in Category 7
Recruitment	Outreach	Increase Outreach	<ul style="list-style-type: none"> # of Persons Accessing NSHC Head Start Enrollment 	7.5.2 7.5.1
Job Skills Training	Job Development	Increase # of Students Graduating	<ul style="list-style-type: none"> # of Customers Receiving Computer Training 	Not Shown
Customized Job Development	Job Training	Increase # of job placements	<ul style="list-style-type: none"> # of Job Placements # of Placements after 90 days 	7.5.11
Case Management	Social Work Case Management Case Assessment	<ul style="list-style-type: none"> Increase # of persons served Increase # who have benefits 	<ul style="list-style-type: none"> # of Persons Receiving Emergency Assistance # of Preschool children with Health Insurance 	7.5.14 & 7.5.5 7.5.6
Partnering with Family to Achieve Goals	Social Work Case Planning	<ul style="list-style-type: none"> Increase # receiving services 	<ul style="list-style-type: none"> # of Persons Participating in Self-Sufficiency Services % of Families Participating in Goal Setting # Receiving Volunteer Income Tax Service 	7.5.3 7.5.8 Not Shown
Educational Supports for School Aged Children	Services to At-Risk Youth	Increase School Success	<ul style="list-style-type: none"> # of School Aged Children Served in Afterschool/Summer # of Students Receiving Tutoring 	Not Shown Not Shown

Key Processes	Core Competencies	Key Process Requirements	Key Performance Indicators	Results in Category 7
Housing Rehabilitation	<ul style="list-style-type: none"> Home Energy Conservation Weatherization and Rehab 	<ul style="list-style-type: none"> Increase Energy Conservation Decrease home vulnerability to storms 	<ul style="list-style-type: none"> Homes with Improved Energy Efficiency # of Homes Receiving Shutters and Solar Water Heating Systems 	7.5.12 7.5.4
Early Education Services	<ul style="list-style-type: none"> Early Childhood Education 	Increase school readiness	<ul style="list-style-type: none"> Galileo Assessment Scores for of School Readiness VPK School Readiness Scores 	7.5.9 7.5.10
<ul style="list-style-type: none"> Developmental & Health Screenings 	<ul style="list-style-type: none"> Health Nutrition Disability Svcs. Mental Health 	Increase identification and resolution of health issues	<ul style="list-style-type: none"> % of Children Receiving Health Tx % of Children Receiving Dental Tx 	7.5.7 Not Shown
<ul style="list-style-type: none"> Community Organizing 	<ul style="list-style-type: none"> Outreach Community Mobilization Leadership Development 	Increase participation of low-income persons in the Community	<ul style="list-style-type: none"> # of Low Income Persons in CACs % of budget from volunteer hours # of Partnerships and Collaboration 	7.6.7 7.3.4 7.6.8
Youth Leadership Development	<ul style="list-style-type: none"> Youth Corps 	Increase Education and employment	<ul style="list-style-type: none"> # GMSC Participants attaining Employment and/or Education 	7.5.13
<ul style="list-style-type: none"> Strategic Planning Process Mgmt. Program Results 	<ul style="list-style-type: none"> CQI Planning Measurement 	Increase Customer Satisfaction and Service Excellence	<ul style="list-style-type: none"> Customer Satisfaction Secret Shopper Scores Repeat Business 	7.2.1 7.2.2 7.2.3 & 7.2.4
<ul style="list-style-type: none"> Financial Management Budget 	Accounting	Manage approved budget	<ul style="list-style-type: none"> Revenue Summary Distribution of Budget Sources of Revenue Expenditures vs. Revues 	7.3.1 7.3.2 7.3.3 7.6.3 & 7.6.4
<ul style="list-style-type: none"> Staff Training Compensation Benefits 	Human Resource	<ul style="list-style-type: none"> Employee Satisfaction Employee Skills Set 	<ul style="list-style-type: none"> Longevity of CAA Employees Employee Turnover Rates Teacher Salary # of Staff Completing Training 	7.4.1 7.4.2 7.4.3
Information Management	Computer Technology	Maintain and Improve Information Systems	<ul style="list-style-type: none"> Implementation of SSIS IT Unit Work Order Resolution Time 	Not Shown 7.5.15
<ul style="list-style-type: none"> Quality Systems 	<ul style="list-style-type: none"> CQI Planning Human Resources 	<ul style="list-style-type: none"> Improve Systems Improve Services Increase Certification of Staff and Sites 	<ul style="list-style-type: none"> ASE Scorecard NAEYC Accreditation % of Teachers meeting Mandate # of Staff with Child Care Center Director's Certificate 	7.6.1 7.6.9 7.6.6 7.6.7

Each key work process provides added value for CAA's customers ensuring we meet and exceed their requirements. Organizational success and sustainability are determined by process efficiencies, level of customer satisfaction, repeat business, and our ability to consistently meet and exceed our funders' expectations.

6.4 As mentioned previously, key work process requirements are primarily dictated by local, state, and federal mandates as well as customer feedback. **Table 6.3.1** illustrates the relationship between key work processes and the key process requirements. The CCNA is used to gauge customer feedback on needs and customer service satisfaction surveys are used to determine which work processes are meeting the

customer's expectations. Innovations of key work processes begin can also come from employee input during ASE meetings and periodic meetings between Senior Leaders and their staff. New or improved work processes or initiatives are generally piloted as necessary.

6.5 Pursuant to federal guidelines provided by the County's Office of Emergency Assistance (OEM), the Department is required to have a COOP. This plan addresses required actions for department personnel in the event of disasters and/or emergencies. The plan also includes procedures and directives to ensure the continuation of the department's business processes in the event of a disaster and/or emergency. The main objective of the COOP is to minimize any disruption in serving customers during a disaster/emergency. During a disaster or emergency, the department partners with a number of County departments and local agencies to ensure that vital client records, technology assets, resources, communication devices, and personnel records are protected. The plan is updated annually along with required updates to the County's BlueBook Directory. This resource is an online directory of County employees' contact information (e.g., office locations and office phones).

6.6 The department implements, manages, and measures its work processes through the successful engagement of its core competencies. These competencies are strengthened by our ability to manage work processes that are flexible and fluid enough to embrace necessary changes or enhancements.

Refer to **Table 6.3.1** for an illustration of how key work processes are measured.

6.7 The department engages in a number of processes to achieve better performance, reduce variability, and improve services. For example, the Quality Improvement Unit (QIU) conducts monitoring reviews to determine levels of compliance, achievement of performance benchmarks, and efficacy of processes. Emanating from the written report, the corrective action plan is developed and implemented. This plan tracks corrective action activities and their effectiveness for ameliorating conditions that lead to poor or questionable performance. Technical assistance is provided to affected Divisions with a focus on reducing variability and increasing performance. Additionally, management reports are generated from stand-alone systems to determine if targets are being reached and operations. As a result, processes are strategically realigned, enhanced, or targeted for intensive intervention.

Improvements to processes are informally discussed during weekly senior management meetings; annual staff and management retreats, and strategic and business planning meetings and during the annual budget planning process. Improvements are also measured, posted, and tracked on the ASE.

Information is shared through an Exit Conferences, written reports, emails, memorandums, staff conferences, and staff meetings.

7: Organizational Performance Results

The results below include key performance indicators, departmental performance measures, and other measures that are fundamental to the performance of strategically significant processes. Because of space limitations, some key work process, support process and in-process results are not in the text but will be available on site. Sources for comparison data were obtained from Florida Head Start Association; HHS; NAEYC; State of Florida Division of Child Care Licensing; the State of Florida Department of Education; NEFLCAA, a Community Action Partnership Program of Excellence; and other Miami-Dade County Departments.

7.1 Service Indicators Important to Customers

In the 2008 CCNA, 43% of CAA customers indicated that the adults in their household were out of work and looking for employment within the past year. Nearly one-half of the residents indicated feeling they did not have enough food to feed their families and 30.8% were concerned that they could not get health care or medicine for their children. Additionally, the CCNA listed the three areas of major concern for Miami-Dade County residents as the cost of living (67.2%) unemployment

(63%) and job opportunities (62.9%). The results reflected in the following charts address the key needs important to our customers.

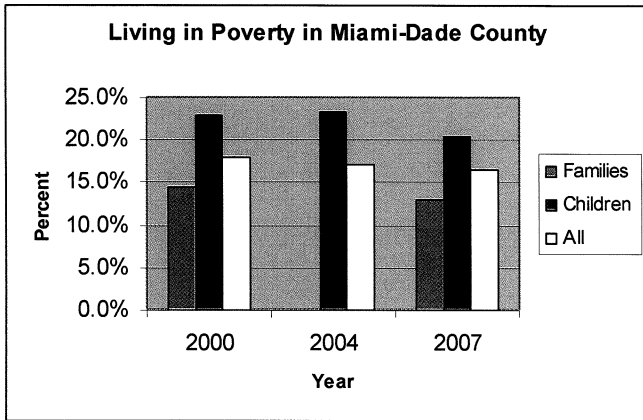


Chart 7.1.1 County Residents Living in Poverty (US Census Bureau)

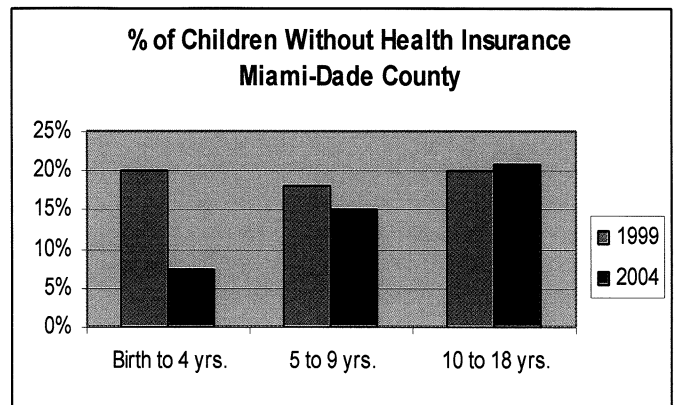


Chart 7.1.4 Percentage of Children without Health Insurance (Florida Health Insurance Studies, 2005)

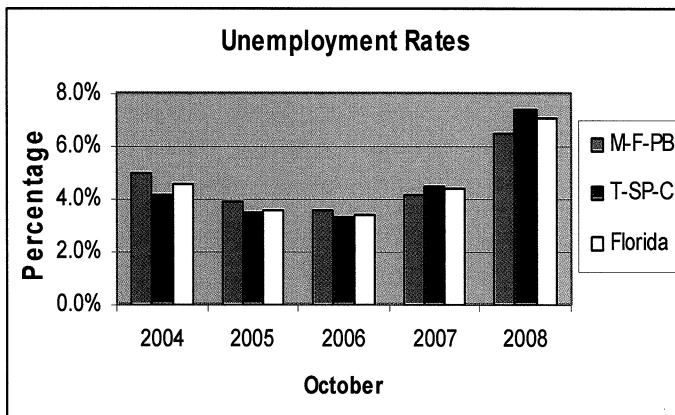


Chart 7.1.2 Unemployment Rates of Miami-Ft. Lauderdale-Palm Beach (M-F-PB), Tampa-St. Petersburg, Clearwater (T-SP-C) and State of Florida (US Dept. of Labor - Bureau of Labor Statistics)

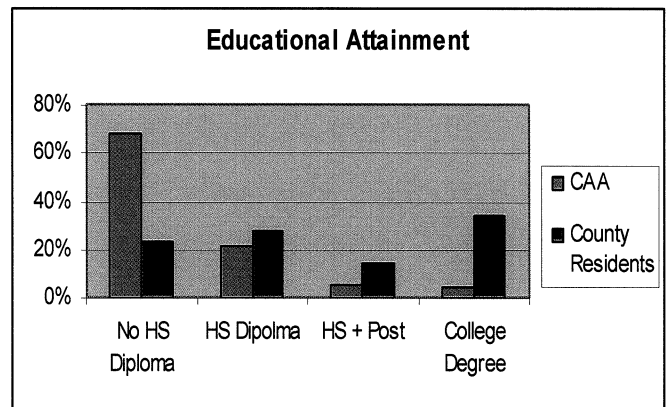


Chart 7.1.5 Educational Attainment of CAA Customers compared to all County residents (US Census Bureau, 2006 ACS and CAPSIS)

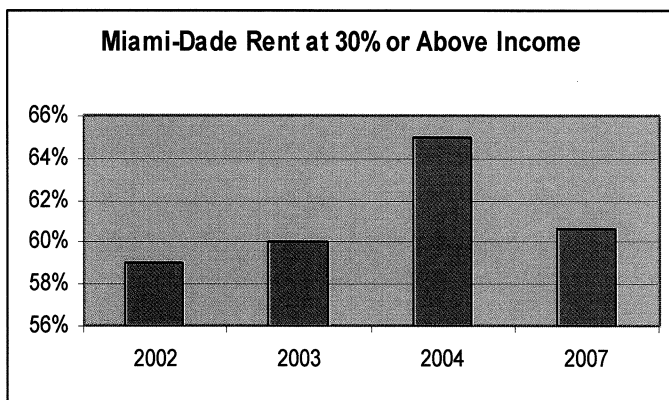


Chart 7.1.3 US Census Bureau, 2005-2007 ACS

7.2 Customer Satisfaction, Dissatisfaction, and Loyalty

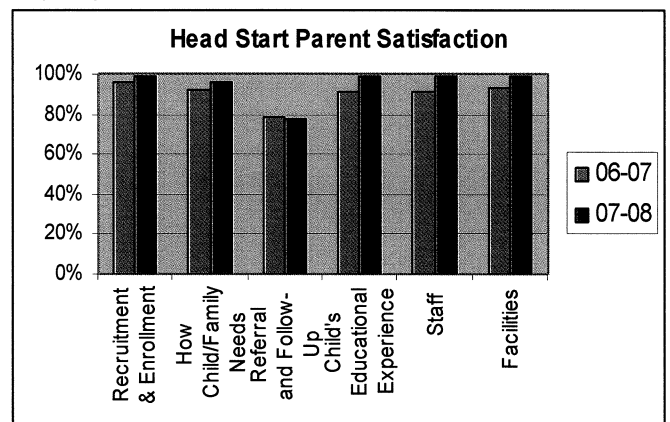


Chart 7.2.1 Customer Satisfaction of Head Start Parents (Parent Involvement Area - CAA Head Start)

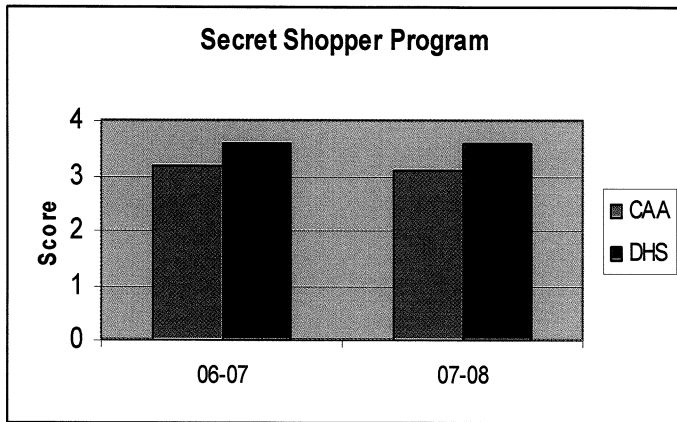


Chart 7.2.2 Comparison Secret Shopper Scores w/ like Department (ASE Scorecard)

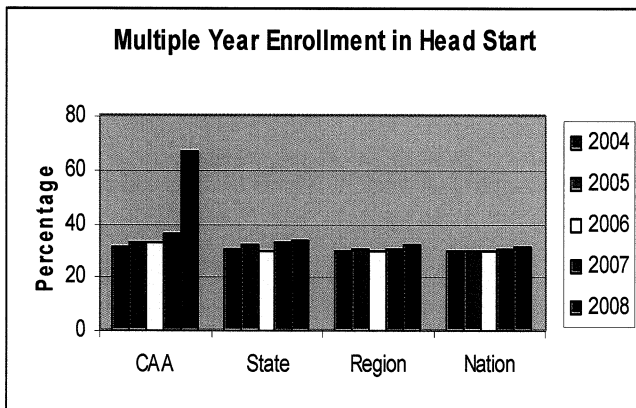


Chart 7.2.3 Return Rates for Children Enrolled in Head Start (National Level Performance Indicators from Head Start – Program Information Report)

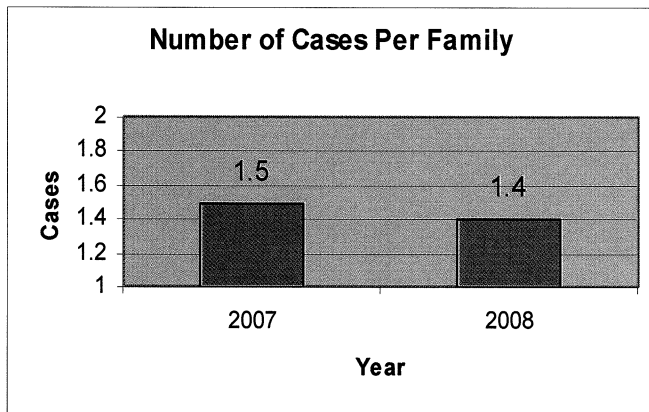


Chart 7.2.4 Return Rates for Families receiving Self-Help Services (CAPSIS)

7.3 Financial Performance and Marketplace
Miami-Dade CAA has a current operating budget of \$86,617,000 inclusive of federal, state, and local funding, general fund tax revenue and earned revenue. The table below reflects the consistent increase in funding over the past five years

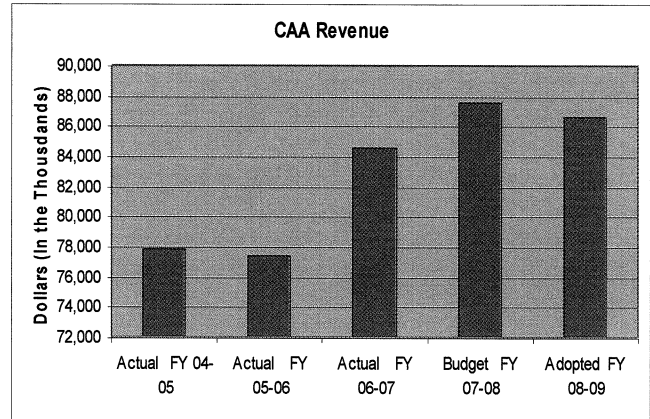


Chart 7.3.1 Revenue Summary Despite relying heavily on Federal and State revenue, CAA has generally shown an increase in revenue. (Miami-Dade County 2007-2008 Business Plan, Adopted Budget and Five-Year Financial Outlook – Volume 2)

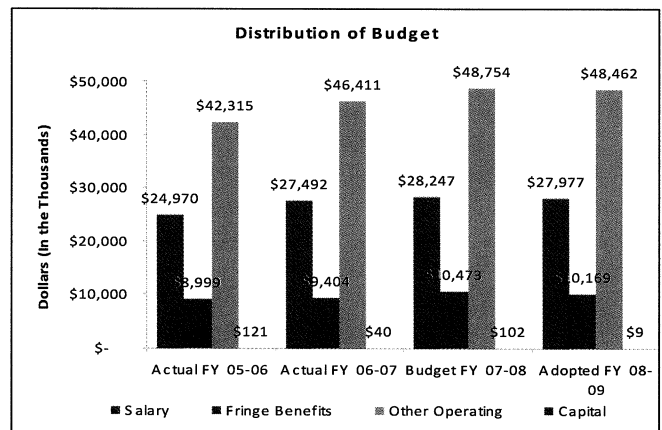


Chart 7.3.2 Distribution of Budget. (FOCAS, NASCSP CSBG Information Survey 2005-2007)

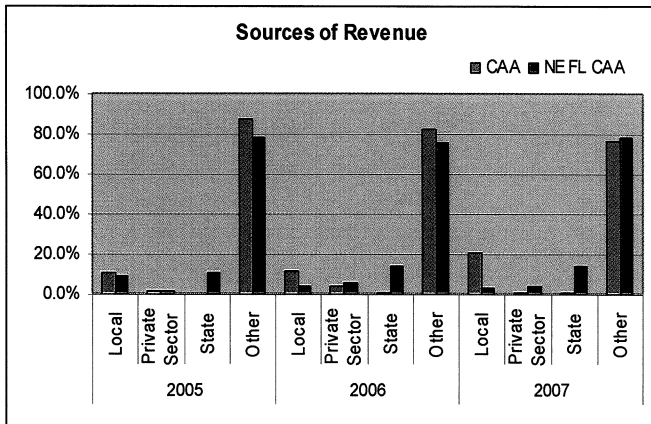


Chart 7.3.3 Sources of Revenue. (FOCAS, NASCSP CSBG Information Survey 2005-2007)

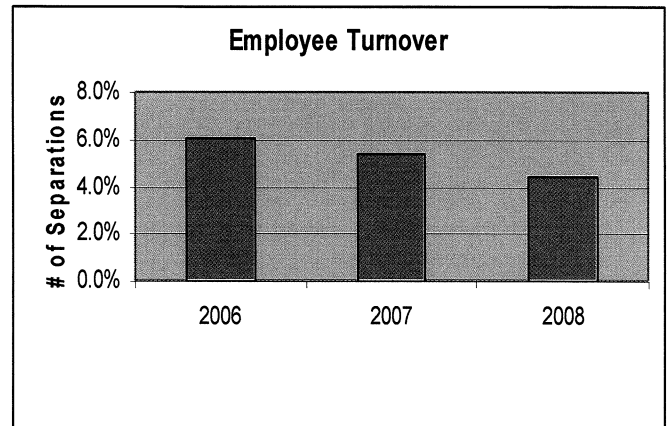


Chart 7.4.2 Number of Staff separating from CAA during the year. (CAA Human Resources Unit)

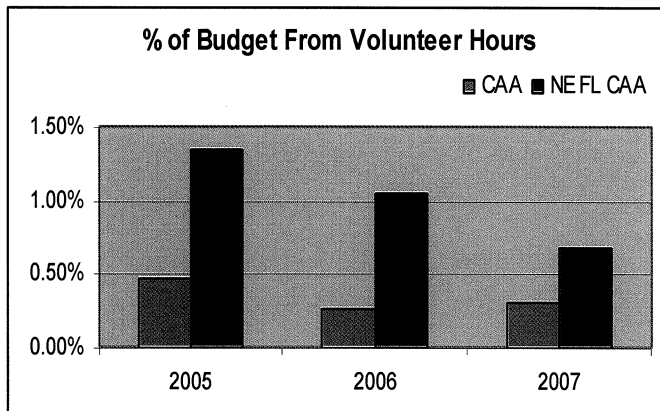


Chart 7.3.4 Percentage of Overall Budget from Volunteer Hours. (FOCAS Report, NASCSP CSBG Information Survey 2005-2007)

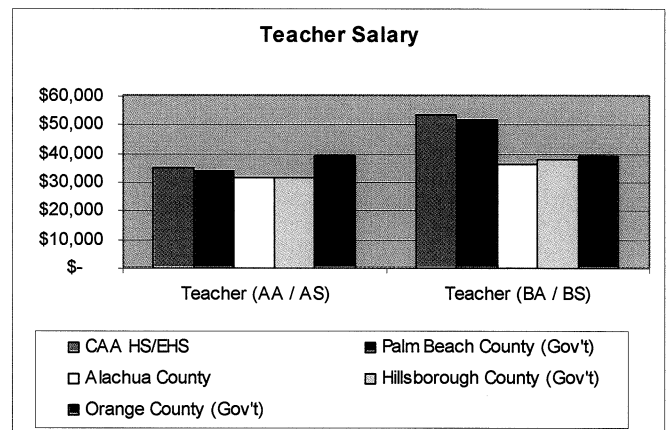


Chart 7.4.3 Wage Comparison between CAA Head Start and Head Starts throughout the state (Miami-Dade County CAA Head Start/Early Head Start Program Wage and Comparability Study)

7.4 Workforce Results

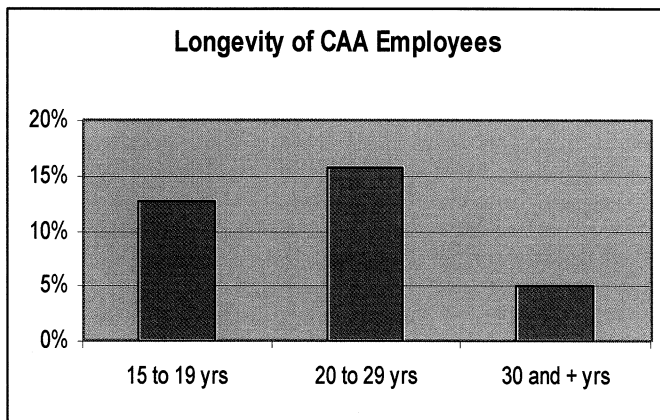


Chart 7.4.1 Longevity of CAA Employees CAA has 33% employees with 15 years or more longevity in Miami-Dade County of its total workforce (n=753). (CAA Human Resources Unit)

7.5 Operational Performance

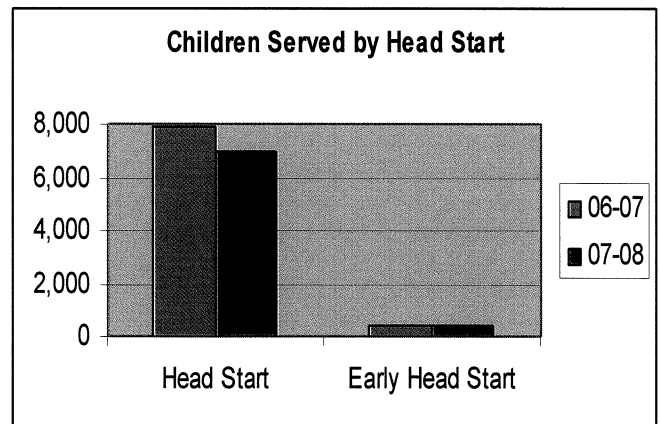


Chart 7.5.1 Number of Children served by Head Start Grantee and Delegate Agencies (FOCAS)

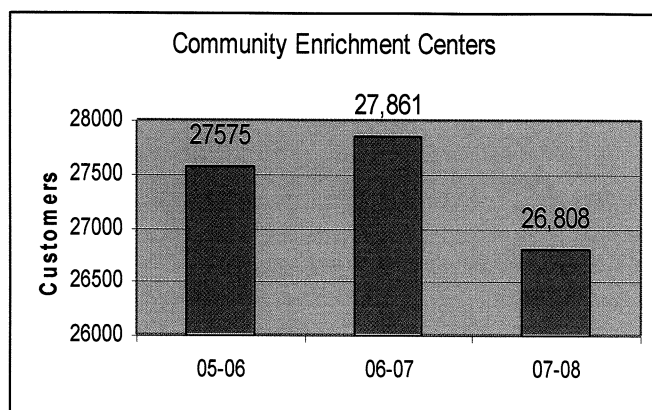


Chart 7.5.2 Number of Customers Served by the Community Enrichment Centers (ASE Scorecard)

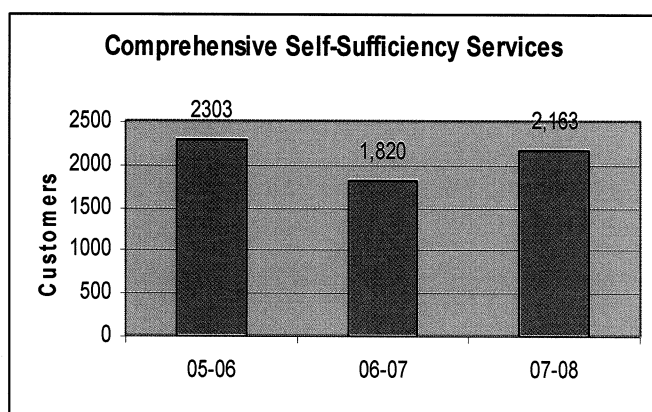


Chart 7.5.3 Number of Customers Participating in Comprehensive Self-Sufficiency Services (FOCAS)

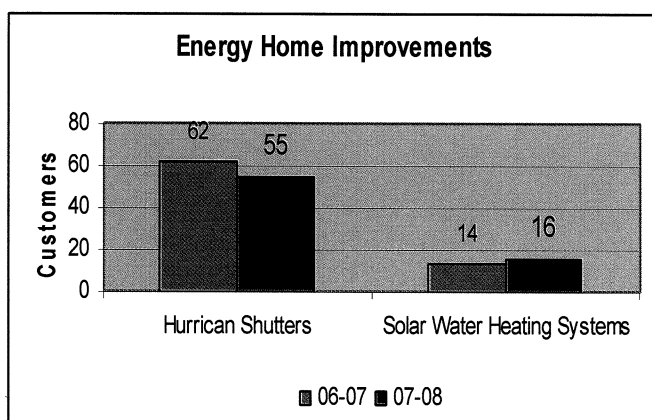


Chart 7.5.4 Number of Homes Receiving Services for Installation of Shutters and Solar Water Heating Systems (Energy Division)

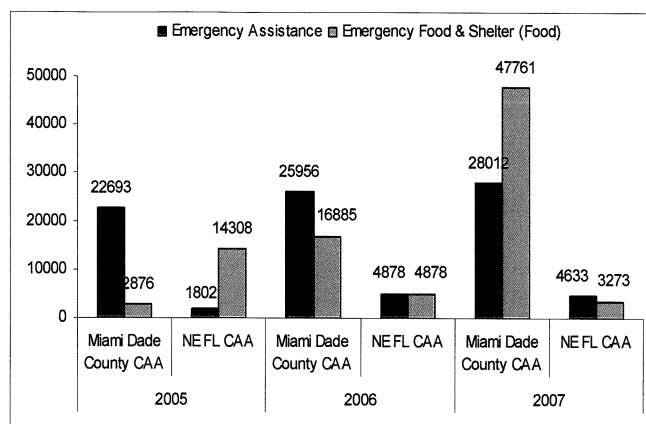


Chart 7.5.5 Number of Customers Receiving Emergency Assistance and Emergency Food Assistance (FOCAS Report, NASCSP CSBG Information Survey 2005-2007)

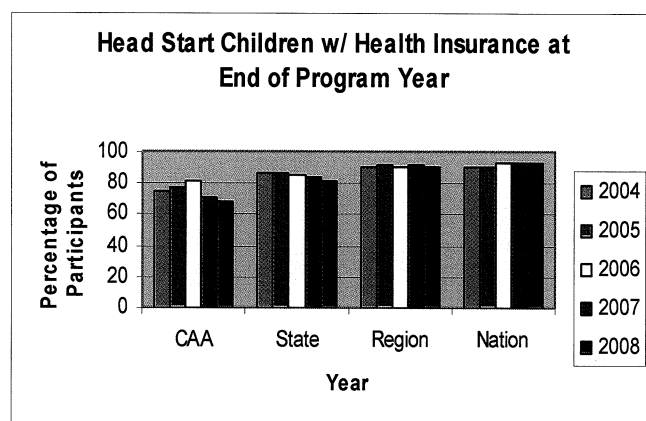


Chart 7.5.6 Percentage of Children with Health Insurance at the End of the Program Year (National Level Performance Indicators from Head Start – Program Information Report)

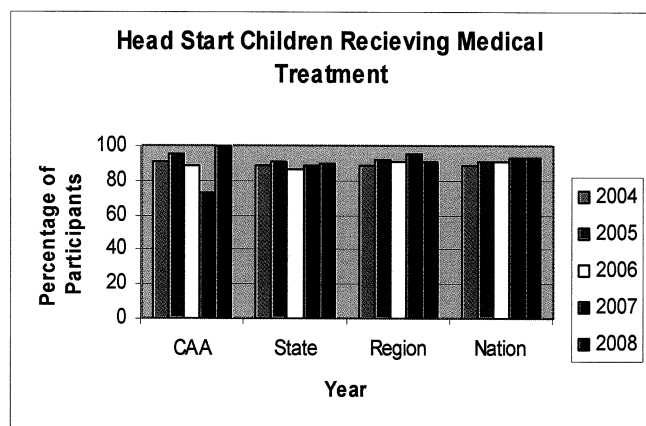


Chart 7.5.7 Percentage of Children with Health Issues that Received Medical Treatment (National Level Performance Indicators from Head Start – Program Information Report)

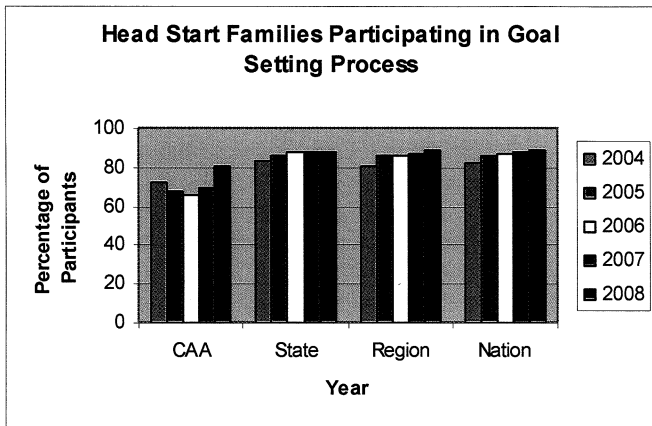


Chart 7.5.8 Percentage of Families Participating in Goal Setting Process (National Level Performance Indicators from Head Start – Program Information Report)

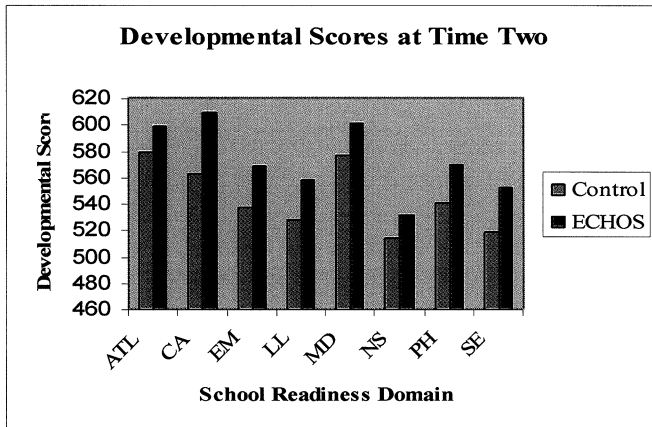


Chart 7.5.9 illustrates CAA's use of outcome data to address and improve program practices and its efforts to work collaboratively with local partners on critical initiatives. During a statewide project integrating school readiness outcome data across all Florida Head Start programs, using the Galileo Assessment System, science was identified as the school readiness domain in greatness need of program focus. On average, children enter the Head Start program with lower scores in science compared to the other readiness domains and show the smallest gains across the Head Start year in science compared to these other domains. To programmatically address this problem, CAA collaborated with the University of Miami (UM) and the Miami Museum of Science (MMS) to conduct a pilot study with a group of CAA teachers who received training on an Early Childhood Hands-On Science (ECHOS) program developed by MMS specifically for Head Start teachers. Analyses conducted at the end of year showed statistically significant increases in all readiness domains for children in ECHOS classrooms, compared to children in control classrooms. (University of Miami)

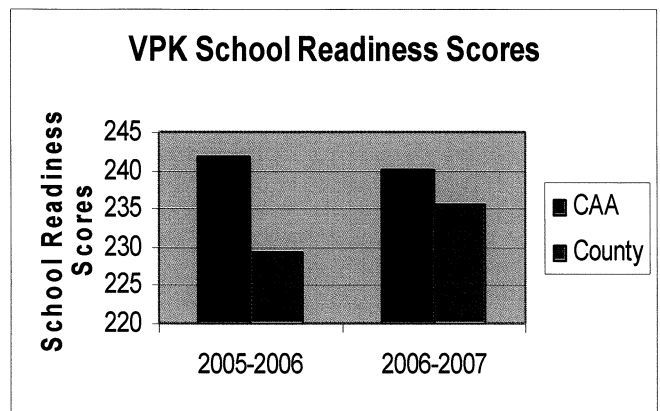


Chart 7.5.10 Comparison of VPK School Readiness Score between CAA Head Start VPK and the other VPK programs in Miami-Dade County (Florida Department of Education – Voluntary Pre-Kindergarten Program)

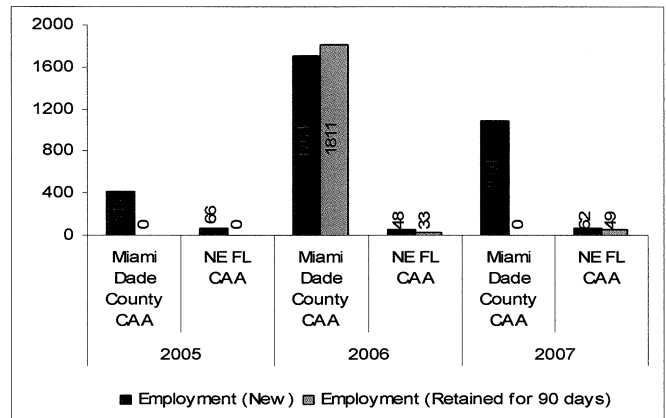


Chart 7.5.11 Comparison of Employment Outcome Targets between CAA and the NEFLCAA (FOCAS Report, NASCSP CSBG Information Survey 2005-2007)

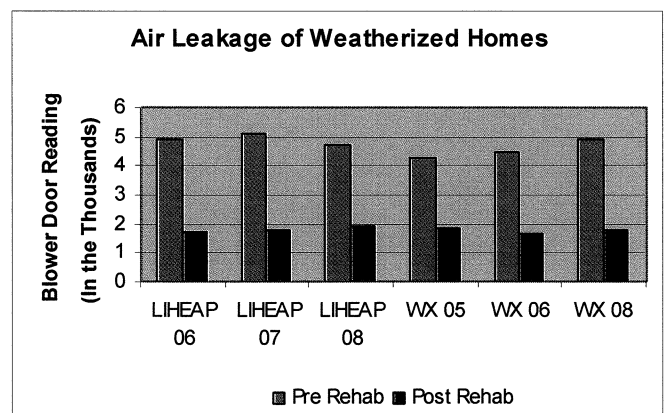


Chart 7.5.12 Comparison of the pre and post blower door readings for houses rehabbed under WAP & WAP LIHEAP. A blower door is a tool designed that measures the air tightness of buildings. A lower reading indicates that less heat/air is escaping the home is more energy efficient. (Energy Division)

7.6 Leadership Results

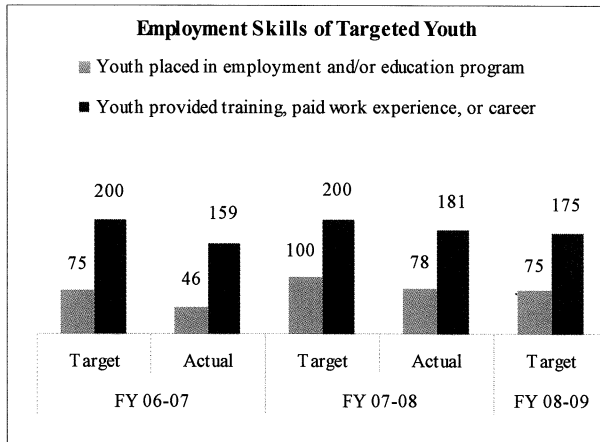


Chart 7.5.13 Comparison of Greater Miami Corps Participants Attaining Employment and/or Completing an Education Program (GMSC)

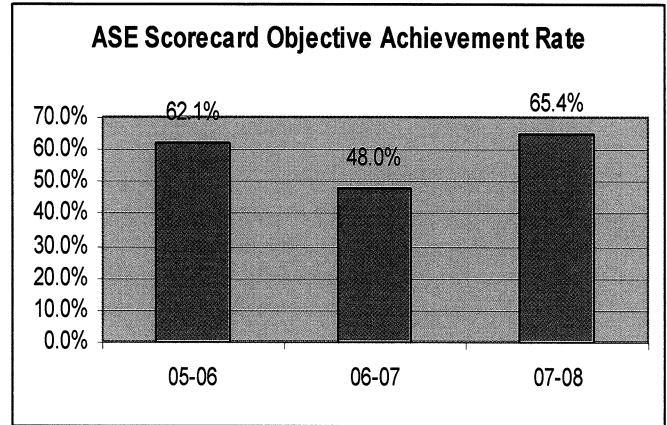


Chart 7.6.1 ASE Scorecard Objective Achievement Rate shows CAA's rate of success in achieving strategic objectives. (ASE Scorecard)

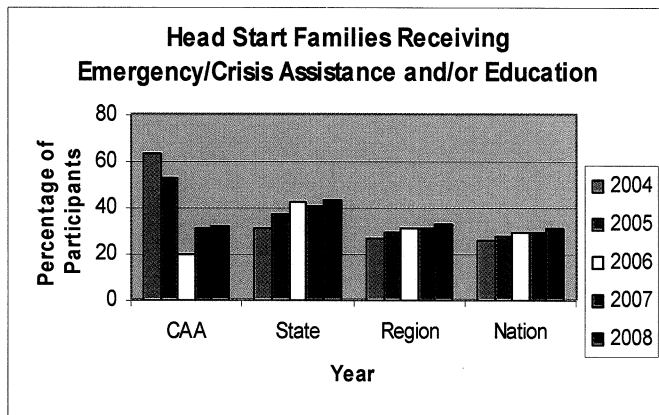


Chart 7.5.14 Head Start Families Receiving Emergency/Crisis Assistance and/or Education (National Level Performance Indicators from Head Start – Program Information Report)

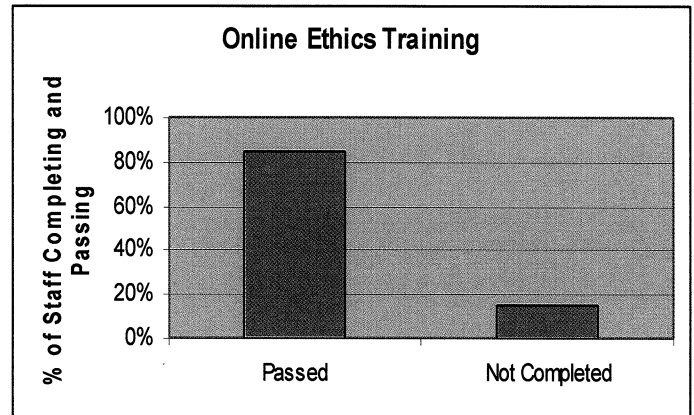


Chart 7.6.2 CAA Employees who have taken and passed the County's Ethics Training (CAA Human Resources Unit)

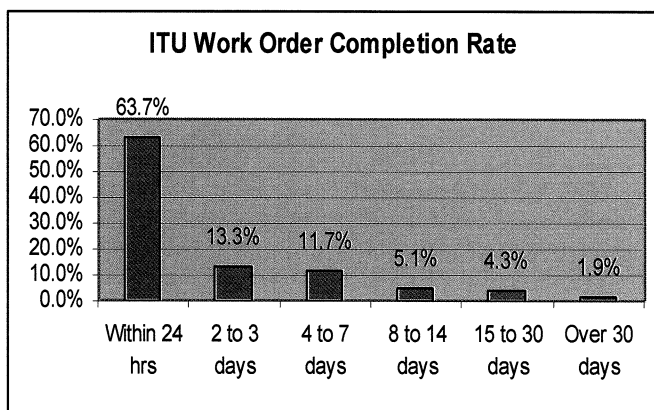


Chart 7.5.15 ITU Work Order Completion Rate for 1st Quarter 2008-2009 (CAA ITU)

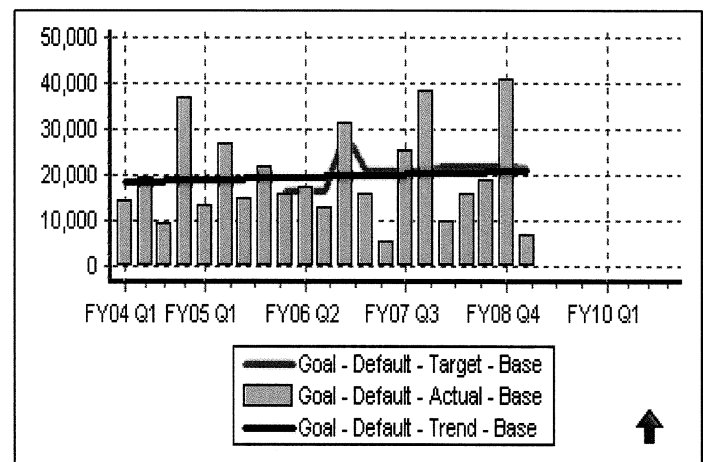


Chart 7.6.3 CAA Revenue (ASE Scorecard)

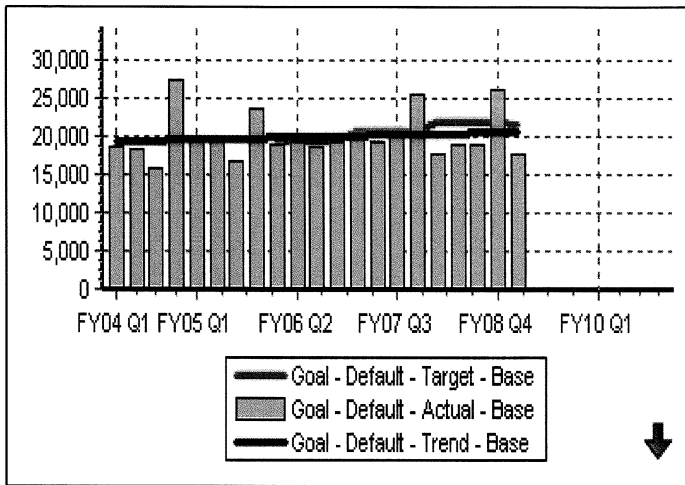


Chart 7.6.4 CAA Expenditures (ASE Scorecard)

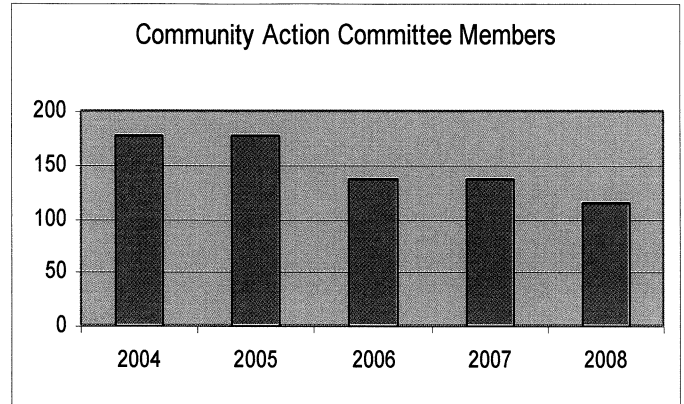


Chart 7.6.7 Community Action Committee Members – Low-Income Residents participating in local government (FOCAS)

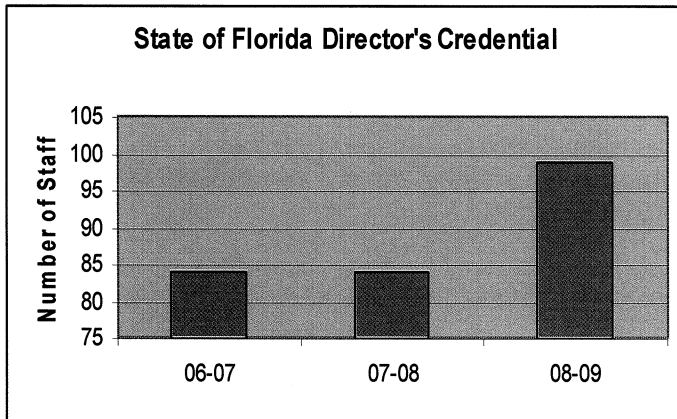


Chart 7.6.5 CAA Head Start Directors Credentials (CAA Human Resources Unit)

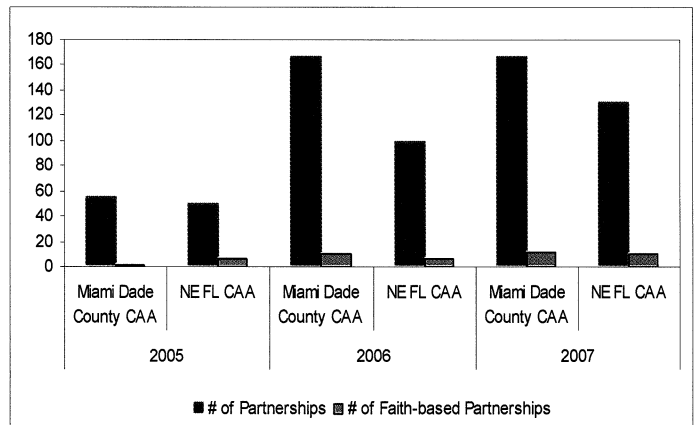


Chart 7.6.8 CAA Partnerships/Faith-based Partnerships compared to NEFLCAA (FOCAS Report, NASCSP CSBG Information Survey 2005-2007)

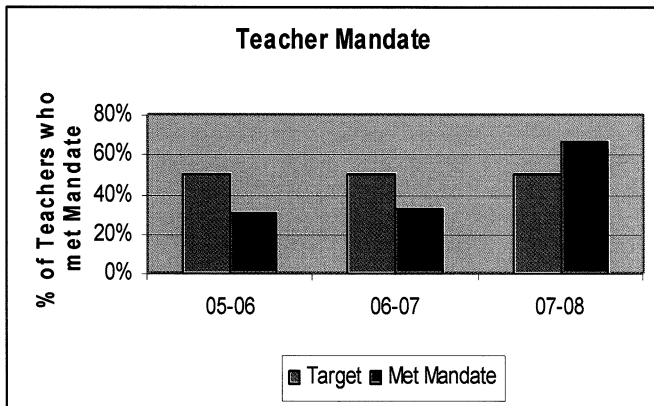


Chart 7.6.6 CAA Head Start Teacher Mandate Achievement. CAA is required to have 50% of teachers meet the Teacher Mandate. (CAA Human Resources Unit)

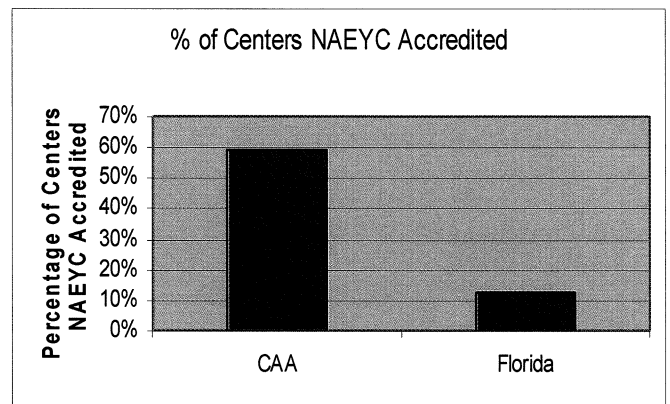


Chart 7.6.9 Percentage of CAA Child Care Sites (n=30 out of 47 sites) accredited by NAEYC (NAEYC)